

**Mission Training Plan**  
**for**  
**Headquarters and Headquarters**  
**Detachment,**  
**Replacement Battalion (CONUS) and**  
**Replacement Company (CONUS)**

OCTOBER 2003

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HEADQUARTERS, DEPARTMENT OF THE ARMY

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## **MISSION TRAINING PLAN**

# **MISSION TRAINING PLAN FOR HEADQUARTERS AND HEADQUARTERS DETACHMENT, REPLACEMENT BATTALION/COMPANY (CONUS)**

### **TABLE OF CONTENTS**

	<u>PAGE</u>
<b>TABLE OF CONTENTS</b> .....	i
<b>PREFACE</b> .....	iii
<b>CHAPTER 1. UNIT TRAINING</b> .....	<b>1-1</b>
1-1. General.....	1-1
1-2. Supporting Material.....	1-1
1-3. Contents.....	1-2
1-4. Missions and Tasks.....	1-2
1-5. Warrior Ethos.....	1-3
1-6. Principles of Training.....	1-3
1-7. Conducting Training.....	1-5
1-8. Combined Arms Training Strategy (CATS).....	1-7
1-9. Feedback.....	1-7
<b>CHAPTER 2. TRAINING MATRIX</b> .....	<b>2-1</b>
2-1. General.....	2-1
2-2. Mission to Collective Tasks Matrix.....	2-1
<b>CHAPTER 3. MISSION OUTLINE/TRAINING PLANS</b> .....	<b>3-1</b>
3-1. General.....	3-1
3-2. Long-Range Planning.....	3-1
3-3. Short-Range Planning.....	3-2
3-4. Near-Term Planning.....	3-3
3-5. Training the Command and Headquarters Elements.....	3-3
3-6. Developing Training Exercises.....	3-4
3-7. Mission Outline.....	3-5

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	<u>Page</u>
<b>CHAPTER 4. TRAINING EXERCISES.....</b>	<b>4-1</b>
4-1. General.....	4-1
4-2. Field Training Exercise.....	4-1
4-3. Situational Training Exercises.....	4-1
4-4. Safety.....	4-1
<b>CHAPTER 5. TRAINING AND EVALUATION OUTLINES.....</b>	<b>5-1</b>
5-1. Introduction.....	5-1
5-2. Structure.....	5-1
5-3. Format.....	5-1
5-4. Use.....	5-2
<b>CHAPTER 6. EXTERNAL EVALUATION.....</b>	<b>6-1</b>
6-1. General.....	6-1
6-2. Preparing the Evaluation.....	6-1
6-3. Selecting Observer Controllers.....	6-1
6-4. Training the Observer Controllers.....	6-1
6-5. Recording External Evaluation Information.....	6-2
6-6. Selecting and Training the Opposing Forces.....	6-2
6-7. Conducting the Evaluation.....	6-2
6-8. Conducting the After-Action Review.....	6-4
<b>APPENDIX A - THREAT ASSESSMENT.....</b>	<b>A-1</b>
<b>APPENDIX B - TRAINING SAFETY AND ENVIRONMENTAL PROTECTION.....</b>	<b>B-1</b>
<b>GLOSSARY.....</b>	<b>Glossary - 1</b>
<b>REFERENCES.....</b>	<b>References - 1</b>
<b>USER FEEDBACK.....</b>	<b>Questionnaire - 1</b>

## **PREFACE**

1. This Army Training and Evaluation Program (ARTEP) Mission Training Plan (MTP) provides the primary comprehensive training program for a Replacement Battalion/Company Continental United States (CONUS) to perform its critical wartime mission. The tables of organization and equipment (TOE) supported by this MTP are Headquarters and Headquarters Detachment, Replacement Battalion (CONUS), TOE 12906L000; and Replacement Company (CONUS), TOE 12907L000. The ARTEP MTP is for use by unit leaders, the primary trainers, to prepare for, conduct, and evaluate their training.
2. The cornerstone of this ARTEP MTP is the unit's TOE mission. All ARTEP MTP materials focus on helping the unit train the collective and individual tasks that, when performed together, enable the unit to accomplish its TOE missions. The ARTEP MTP directly links individual tasks and collective tasks to mission accomplishment. In addition to stating what tasks a unit must accomplish to perform its mission, this document also suggests how a unit should train the tasks.
3. All training must be task-based and performed to standard. The standards in this ARTEP MTP describe the minimum level of performance a unit must achieve in order to successfully perform its mission. While higher headquarters may raise these standards, it should never reduce them.
4. Basic doctrinal guidance for the Replacement Battalion (CONUS) is contained in FM 12-6, Personnel Doctrine. How doctrine is trained is addressed in FMs 7-0, Training the Force, and 7-1, Battle Focused Training. Detailed procedures for operating CONUS replacement centers are provided in DA Pamphlet 600-81, Information Handbook for Operating Continental United States (CONUS) Replacement Centers and Individual Deployment Sites.
5. Unless otherwise stated, whenever the masculine gender is used, both men and women are included.
6. The proponent for this publication is Headquarters, Training and Doctrine Command (HQ TRADOC). Submit recommendations for changes to improve this publication on Department of the Army Form 2028 (Recommended Changes to Publications and Blank Forms) to COMMANDER, US ARMY SOLDIER SUPPORT INSTITUTE (USASSI) ATTN: ATSG-TD, 10000 HAMPTON PARKWAY, FORT JACKSON, SOUTH CAROLINA 29207-7025.



## CHAPTER 1

### Unit Training

1-1. General. This Army Training and Evaluation Program Mission Training Plan (ARTEP MTP) provides the commander and leaders with guidance on how to train the key missions of the unit. The specific details of the unit's training program will depend on the following factors:

- a. Unit's Mission Essential Task List (METL).
- b. Chain of command training directives and guidance.
- c. Training priorities of the unit.
- d. Availability of training resources and areas.

1-2. Supporting Material. This MTP describes a critical mission-oriented unit-training program that is part of the next higher echelon's training program. Figure 1-1 illustrates the relationship of Soldier Training Publications for this unit's training program, including:

- a. Soldier's Manuals (SM) and Soldier's Manual/Trainer's Guide (SM/TG) for the appropriate Military Occupational Specialty (MOS) and skill levels.
- b. Officer Foundation Standards (OFS) Manuals (formerly Military Qualification Standards (MQS)).

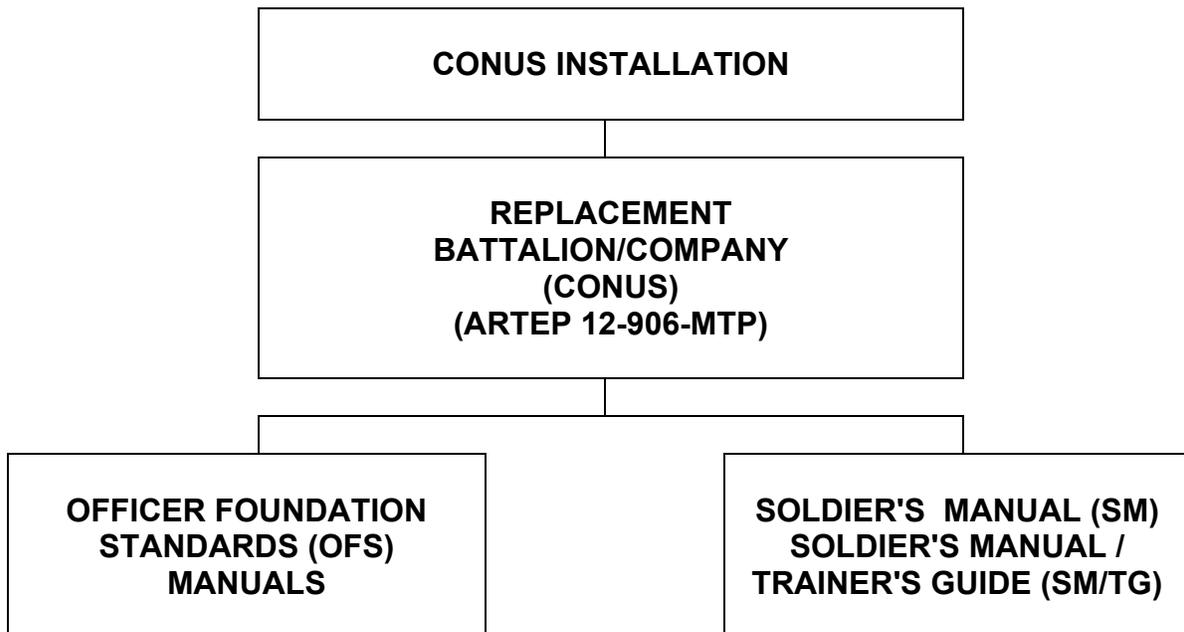


Figure 1-1. MTP Echelon Relationship Diagram

1-3. Contents. The MTP is organized into six chapters:

a. Chapter 1, Unit Training, provides the explanation and organization of the MTP. This chapter explains how to use this MTP for establishing an effective training program.

b. Chapter 2, Training Matrix, provides the relationship between missions and collective tasks.

c. Chapter 3, Mission Outline/Training Plans, provides the mission orientation for training. It is used to determine training activities to be performed to achieve critical wartime proficiency. The mission outline presents a graphic portrayal of the relationship between the critical wartime mission and the subordinate tasks inherent to that mission.

d. Chapter 4, Training Exercises, consists of a field training exercise (FTX) and its supporting situational training exercises (STX). They provide training information and a pre-constructed scenario. They can also serve as a part of an internal or external evaluation. Commanders can modify these exercises to suit their units' training needs.

e. Chapter 5, Training and Evaluation Outlines (T&EO), provides the training and evaluation criteria for all the tasks this unit must master to effectively perform its mission. Each task is a T&EO that identifies task steps, performance measures, individual and leader tasks, and opposing force (OPFOR) counter-tasks. Each T&EO is part of a mission and, in various combinations, composes training exercises in Chapter 4.

f. Chapter 6, External Evaluation, provides instructions and examples for the planning, preparation, and execution of an external evaluation.

1-4. Missions and Tasks. This MTP is built to support the specified mission found in the table of organization and equipment (TOE), and implied missions that this unit must perform in order to accomplish that mission. The commander may supplement these missions with his own.

a. TOE Mission. Conduct CONUS Replacement Center Operations. Provide processing and quality of life support for non-unit related personnel (NRP), while at the CONUS Replacement Center, who are designated for deployment or are redeploying from OCONUS operations.

b. Implied Missions:

(1) Conduct Mobilization Operations.

(2) Process Non-Unit Related Personnel (NRP)

(3) Conduct Demobilization Operations

c. Each of these missions may be trained individually or jointly with other missions. Training is based on the criteria described in the T&EOs. Several T&EOs can be trained as an STX. Various combinations of STXs can be used to develop an FTX for the unit to practice its entire mission responsibility. Several STXs can be used to evaluate the unit's ability to perform multiple missions under stress in a realistic environment.

d. Individual soldier tasks (including those identified in Chapter 5 as "leader" tasks) that support the unit's missions are trained and mastered to appropriate STP (SM, SM/TG, OFS Manual) standards through unit training, battle simulations, and execution of the unit's missions.

### 1-5. Warrior Ethos.

a. The Warrior Ethos, introduced in initial entry training and emphasized throughout all phases of institutional training, must continue to be developed and emphasized in unit training. It must become a way of life for all soldiers. It must be the foundation of all Army operations and activities. Leaders must assess and refine all unit training, operations, and other activities to assure that they clearly and emphatically support building and maintaining the Warrior Ethos.

b. The Warrior Ethos drives personal commitment to excellence and ethical mission accomplishment. It is a fundamental characteristic of our soldiers that sets them apart from all others in the world. It exemplifies ethical behavior and Army values. The Warrior Ethos forms the foundation for the American Soldier's spirit and total commitment to victory, in peace and war. Soldiers put the mission first, refuse to accept defeat, never quit, and never leave a fellow soldier behind. Their absolute faith in themselves and their comrades and their unwavering commitment to the nation makes the United States Army invariably persuasive in peace and invincible in war.

1-6. Principles of Training. This MTP is based on the following ten training principles as described in FMs 7-0, Training the Force, and 7-1, Battle Focused Training.

#### a. Commanders are Responsible for Training.

(1) Commanders are responsible for the training and performance of their soldiers and units. They are the primary training managers and trainers for their organization, are actively engaged in the training process, and adhere to the principles of training. To accomplish their training responsibility, commanders must.

- Be present at training to maximum extent possible
- Base training on mission requirements
- Train to applicable Army standards
- Assess current levels of proficiency
- Provide the required resources
- Develop and execute training plans that result in proficient individuals, leaders, and units

(2) Commanders delegate authority to NCOs in the chain of command as the primary trainers of individual, crew, and small teams. Commanders hold NCOs responsible for conducting standards-based, performance-oriented, battle-focused training and provide feedback on individual, crew, and team proficiency.

b. NCOs Train Individuals and Small Teams. NCOs continue the soldierization process of newly assigned enlisted soldiers, and begin their professional development. NCOs are responsible for conducting standards-based, performance-oriented, battle-focused training. They identify specific individual and small team tasks that support the unit's collective mission essential tasks. They plan, prepare, rehearse, execute, and evaluate training. They conduct after action reviews (AAR) to provide feedback to the commander on individual and small team proficiency. Senior NCOs coach junior NCOs to master a wide range of individual tasks.

c. Train as a Combined Arms and Joint Team. The Army provides a Joint Force Commander (JFC) with trained and ready forces that expand the command's range of military options in full spectrum operations. Army commanders tailor and train forces to react quickly to any crisis. Army forces provide a JFC the capability to:

- Seize areas previously denied by the enemy
- Dominate land operations
- Provide support to civil authorities

d. Train for Combat Proficiency. The goal of all training is to achieve defined standards. This develops and sustains combat capable warfighting organizations. To achieve this, units must train to standard under realistic conditions. Achieving standards requires hard work by commanders, staff officers, unit leaders, and soldiers. Commanders and leaders must seek realism in training, yet must operate within the confines of safety and common sense. They must also be willing to initially accept less than perfect results.

(1) Realistic Conditions. Tough, realistic, and intellectually and physically challenging training excites and motivates soldiers and leaders. Realistic training builds competence and confidence by developing and honing skills, and inspires excellence by fostering initiative, enthusiasm, and eagerness to learn. Successful completion of each training phase increases the capability and motivation of individuals and units for more sophisticated and challenging achievements. This is a commander's continuous quest.

(2) Performance Oriented. Units become proficient in the performance of critical tasks and missions by actually practicing or doing the tasks and missions. Soldiers learn best by doing, using an experiential, hands-on approach. Commanders and subordinate leaders are responsible to plan and develop training that will provide these opportunities.

e. Train to Standard Using Appropriate Doctrine. Training must be done to the Army standard and conform to Army doctrine. In cases where mission tasks involve emerging doctrine or non-standard tasks, commanders establish the tasks, conditions and standards using mission orders and guidance, lessons learned from similar operations, and their professional judgment. FM 3-0, Operations, provides the doctrinal foundation, and supporting doctrinal manuals describe common tactics, techniques, and procedures (TTP) that permit commanders and organizations to adjust rapidly to changing situations. In units, new soldiers will have little time to learn non-standard procedures. Therefore, units must train to the Army standard contained in the MTP and soldier training publications, while applying Army doctrine and current regulatory guidance.

f. Train to Adapt. Commanders train and develop adaptive leaders and units, and prepare their subordinates to operate in positions of increased responsibility. Repetitive, standards-based training provides relevant experience. Commanders intensify training experiences by varying training conditions. Training experiences coupled with timely feedback build competence. Leaders build unit, staff and soldier confidence when they consistently demonstrate competence. Competence, confidence, and discipline promote initiative and enable leaders to adapt to changing situations and conditions. They improvise with the resources at hand, exploit opportunities and accomplish their assigned mission in the absence of orders. Commanders at every echelon integrate training events in their training plans to develop and train imaginative, adaptive leaders and units.

g. Train to Maintain and Sustain. Soldier and equipment maintenance is a vital part of every training program. Soldiers and leaders are responsible for maintaining all assigned equipment and supplies in a high state of readiness to support training or operational missions. Units must be capable of fighting for sustained periods of time with the equipment they are issued. Soldiers must become experts in both the operation and maintenance of their equipment. This link between training and sustainment is vital to mission success.

h. Train Using Multi-echelon Techniques. Multi-echelon training is the most effective and efficient way of sustaining proficiency on mission essential tasks with limited time and resources. Commanders use multi-echelon training to:

- Train leaders, battle staffs, units, and individuals at each echelon of the organization simultaneously.
- Maximize use of allocated resources and available time.
- Reduce the effects of personnel turbulence.

i. Train to Sustain Proficiency. Once individuals and units have trained to a required level of proficiency, leaders must structure individual and collective training plans to retrain critical tasks at the minimum frequency necessary to sustain proficiency. Your unit must be prepared to go to war on short notice. In order to sustain proficiency, you must train-evaluate-train. Sustainment requires practice and repetition. Evaluation of these practices illuminates training weaknesses. Training emphasis must always stay on sustaining skills and correcting identified weaknesses simultaneously. The mission outline and sequentially smaller training components allow you to select tasks and groups of tasks to facilitate this process and reduce planning time.

j. Train and Develop Leaders. Commanders have a duty and execute a vital role in leader training and leader development. They teach subordinates how to fight and how to train. They mentor, guide, listen to, and "think with" subordinates. They train leaders to plan training in detail, prepare for training thoroughly, execute training aggressively, and evaluate short-term training proficiency in terms of desired long-term results. Training and developing leaders are embedded components of every training event. Nothing is more important to the Army than building confident, competent, adaptive leaders for tomorrow.

1-7. Conducting Training. This MTP is designed to facilitate the planning, preparation, and conduct of unit training as explained in FMs 7-0, Training the Force, and 7-1, Battle Focused Training.

a. The commander will assign the missions and tasks for training based on his METL and training guidance from the next higher HQ. Trainers must plan and execute training in support of this guidance.

b. The commander will review the mission outlines in Chapter 3 to determine whether the FTX and STXs provided will support or can be modified to support command guidance.

c. The commander will prioritize the tasks that need training. Time is seldom available to train everything. The commander must consider his assessment of the unit's proficiency, the most likely critical missions, and the most difficult sustainment skills.

d. The commander, after approving the task list, will integrate the tasks into the training schedule by:

(1) Listing the tasks in the priority and frequency they need to be trained.

(2) Estimating the training time required and how multi-echelon training can be used for the best results.

(3) Determining where the training can take place.

(4) Establishing training responsibilities. The leaders of the elements being trained must always be involved.

(5) Organizing the training into blocks of time and training vehicles.

e. Commanders must determine the equipment, training aids, devices, simulations and simulators (TADSS), and supplies needed to conduct training.

f. Commanders must keep subordinate leaders informed and oversee their training. Standards must be enforced.

g. Training Execution. All good training, regardless of the specific collective, leader, and individual tasks being executed, must comply with certain common requirements. These include adequate preparation, effective presentation and practice, and thorough evaluation. The execution of training includes preparation for training, conduct of training, and recovery from training.

(1) Preparation for training. Formal near-term planning for training begins with the publication of the unit training schedule. Informal planning, detailed coordination, and preparation for executing the training continue until the training is performed. Commanders and other trainers use training meetings to assign responsibility for preparation of all scheduled training. Preparation for training includes selecting tasks to be trained, planning the conduct of the training, training the trainers, reconnaissance of the site, issuing the training execution plan, and conducting rehearsals and pre-execution checks. Pre-execution checks are preliminary actions commanders and trainers use to identify responsibility for these and other training support tasks. They are used to monitor preparation activities and to follow up to ensure planned training is conducted to standard. During preparation for training, commanders identify and eliminate potential training distracters that develop within their own organizations. They also assure maximum attendance at training.

(a) Subordinate leaders, as a result of the bottom-up feedback from internal training meetings, identify and select the collective, leader, and individual tasks necessary to support the identified training objectives. Commanders develop the tentative plan to include requirements for preparatory training, concurrent training, and training resources. At a minimum, the training plan should include confirmation of training areas and locations, training ammunition allocations, availability of training simulations and simulators, transportation requirements, soldier support items, a risk management analysis, assignment of responsibility for the training, designation of trainers responsible for approved training, and final coordination. The time and other necessary resources for retraining must also be an integral part of the original training plan.

(b) Leaders, trainers, evaluators, observer controllers (OC), and OPFOR must be identified, trained to standard, and rehearsed prior to the conduct of the training. They must be coached on how to train, given time to prepare, and rehearsed so that training will be challenging and doctrinally correct. Commanders ensure that trainers and evaluators are not only tactically and technically competent on their training tasks, but also understand how the training relates to the organization's METL. Properly prepared trainers, evaluators, and leaders project confidence and enthusiasm to those being trained. Trainer and leader training is a critical event in the preparation phase of training. These individuals must demonstrate proficiency on the selected tasks prior to the conduct of training.

(c) Commanders, with their subordinate leaders and trainers, conduct site reconnaissance, identify additional training support requirements, and refine and issue the training execution plan. The training plan should identify all those elements necessary to ensure the conduct of training to standard. Rehearsals are essential to the execution of good training. Realistic, standards-based, performance-oriented training requires rehearsals for trainers, support personnel, evaluators, OCs and OPFOR. Preparing for training in reserve component (RC) organizations can require complex pre-execution checks. RC trainers must often conduct detailed coordination to obtain equipment, training support system products and ammunition from distant locations.

(2) Conduct of training. Ideally, training is executed using the crawl-walk-run approach. This allows and promotes an objective, standards-based approach to training. Crawl events are relatively simple to conduct and require minimum support from the unit. After the crawl stage, training becomes incrementally more difficult, requiring more resources from the unit and home station, and increasing the level of realism. At the run stage, the level of difficulty for the training event intensifies. Run stage training requires optimum resources and ideally approaches the level of realism expected in combat. Progression from the walk to the run stage for a particular task may occur during a one-day training exercise or may require a succession of training periods over time. Achievement of the Army standard determines progression between stages.

(a) In crawl-walk-run training, the tasks and the standards remain the same; however, the conditions under which they are trained change. Commanders may change the conditions, for example, by increasing the difficulty of the conditions under which the task is being performed, increasing the

tempo of the task training, increasing the number of tasks being trained, or by increasing the number of personnel involved in the training. Whichever approach is used, it is important that all leaders and soldiers involved understand in which stage they are currently training and understand the Army standard.

(b) An example of the crawl-walk-run approach occurs in the unit executing an STX. In the crawl stage, the unit conducts a dismounted rehearsal of the task. In the walk stage, the unit conducts a full rehearsal of the task. In the run stage, the unit executes several iterations of the task against an OPFOR. Some iterations are conducted under nuclear, biological and chemical conditions, and some during periods of limited visibility. During each iteration of the task, the unit strives to achieve the objective to the standard described in the T&EO.

(c) An AAR is immediately conducted and may result in the need for additional training. Any task that was not conducted to standard should be retrained. Retraining should be conducted at the earliest opportunity. Commanders should program time and other resources for retraining as an integral part of their training plan. Training is incomplete until the task is trained to standard. Soldiers remember the standard enforced, not the one discussed.

(3) Recovery from training. The recovery process is an extension of training, and once completed, it signifies the end of the training event. At a minimum, recovery includes conduct of maintenance training, turn-in of training support items, and the conduct of AARs that review the overall effectiveness of the training just completed.

(a) Maintenance training is the conduct of post-operations preventive maintenance checks and services, accountability of organizational and individual equipment, and final inspections. Support items are maintained, accounted for, and turned-in. Training sites and facilities are closed out.

(b) AARs conducted during recovery focus on collective, leader, and individual task performance, and on the planning, preparation and conduct of the training just completed. Unit AARs focus on individual and collective task performance, and identify shortcomings and the training required to correct deficiencies. AARs with leaders focus on tactical judgment. These AARs contribute to leader learning and provide opportunities for leader development. AARs with trainers, evaluators, OCs, and OPFOR provide additional opportunities for leader development.

#### 1-8. Combined Arms Training Strategy (CATS).

a. Commanders can use CATS when developing unit-training plans. CATS is a guide, a flexible system that provides commanders with a menu of training tasks and events from which they can plan training based on their current assessment of METL proficiency and available resources. CATS assists commanders to optimize allocation of available training resources against training required to attain and sustain METL proficiency. It helps balance training requirements with allocated training resources. CATS outlines a recommended mix of live training and simulations to execute unit training. CATS is not prescriptive, but merely a guide to assist commanders in developing training plans, and frequently resources are not available to execute all the training events recommended in CATS.

b. This unit's training strategy, a document to be published separately on the Reimer Digital Library, is a descriptive training strategy that provides a means for training to standard by listing required training events, critical training gates, training event frequencies, and training resources. The commander selects from this MTP those tasks required to train his METL. The training strategies provided in the MTP provide the means whereby those tasks can be trained through a focused and integrated training plan.

1-9. Feedback. Recommendations for improvement of this MTP are requested. Feedback will help to ensure that this MTP answers the training needs of units in the field. There is a questionnaire at the end of the MTP to make it easier to send recommendations and comments.



## CHAPTER 2

### Training Matrix

2-1. General. The training matrix assists the commander in planning the training of his unit's personnel.

2-2. Mission-to-Collective-Tasks Matrix. This matrix (Figure 2-2), identifies the missions and their supporting collective tasks. The tasks are listed under the appropriate battlefield operating system (BOS). A specific mission is trained by identifying collective tasks in the vertical column for the mission. Based on the proficiency of the unit, training is focused on operational weaknesses. Figure 2-1 provides mission identification for the unit.

Mission Identification Table	
<u>Mission Title</u>	
•	Conduct Demobilization Operations (CRC)
•	Conduct Mobilization Operations (CRC)
•	Process Non-Unit Related Personnel Replacements

Figure 2-1. Mission Identification Table

COLLECTIVE TASKS		CONDUCT DEMOBILIZATION OPERATIONS (CRC)	CONDUCT MOBILIZATION OPERATIONS (CRC)	PROCESS NON-UNIT RELATED PERSONNEL REPLACEMENTS
<b>Deploy/Conduct Maneuver</b>				
12-1-8001	Perform Recall Activities (CRC)		X	
12-1-3202	Prepare for Mobilization (CRC)		X	
12-1-3510	Conduct Mobilization Operations (CRC)		X	
63-2-8024.12-3217	Conduct Demobilization Operations (CRC)	X		
<b>Protect the Force</b>				
12-1-3218	Employ OPSEC Measures (CRC)	X	X	X
12-1-1000	React to Terrorist Operations (CRC)	X	X	X
<b>Perform CSS and Sustainment</b>				
12-1-3204	Establish CONUS Replacement Center (CRC) Operations			X
12-1-3210	Process NRP Replacements (CRC)			X
12-1-3215	Integrate Returning Non-Unit Related Personnel (NRP)			X
12-1-3209	Arrange Transportation (CRC)			X

COLLECTIVE TASKS		CONDUCT DEMOBILIZATION OPERATIONS (CRC)	CONDUCT MOBILIZATION OPERATIONS (CRC)	PROCESS NON-UNIT RELATED PERSONNEL REPLACEMENTS
12-1-3421	Process Automated Replacement Data (CRC)			X
12-1-3216	Maintain Unit Strength (CRC)			X
12-1-3203	Provide Personnel and Administrative Support (CRC)			X
10-2-R320.12-1320	Provide Unit Supply Support (CRC)			X
16-7-C001.12-2001	Conduct the Religious Support Program (CRC)			X
12-1-3211	Provide for Morale, Welfare, and Recreation (MWR) Support (CRC)			X
<b>Exercise Command and Control</b>				
12-7-4050	Plan Unit Operations			X
12-1-3201	Provide Command and Control of Assigned and Attached Elements (CRC)			X
12-1-3217	Perform Risk Management Procedures (CRC)	X	X	X

**Figure 2-2. Collective Tasks to Missions**

## CHAPTER 3

### Mission Outline/Training Plans

3-1. General. This chapter describes the use of the MTP for development of the replacement battalion (CONUS) training plans and provides a mission outline. It will assist commanders and their staffs in preparing training plans for critical wartime missions. FMs 7-0 (Training the Force) and 7-1 (Battle Focused Training) provide detailed information on training management. They should be used with the MTP when developing training plans.

3-2. Long-Range Planning. The long-range plan consists of a calendar covering the planning period and the commander's formal guidance. To develop a long-range plan, the commander must first develop the unit's mission essential task list (METL) and conduct a training assessment.

a. Develop unit METL. The first step in developing a METL is to analyze the unit's war plan and external directives. From this analysis, develop a list of tasks which the unit must successfully accomplish to complete its wartime mission. Chapter 2 contains material that will assist in task development. Tasks that the unit must train to successfully accomplish its wartime missions become the unit's METL.

b. Establish training objectives. Commanders establish their training objectives after the METL is identified. The training objectives are conditions and standards that describe the situation or environment and ultimate outcome criteria the unit must meet to successfully perform the tasks. Training objectives and standards for the unit's METL can be obtained from the MTP, STP, higher HQ command guidance, and local standing operating procedures (SOP).

c. Conduct training assessment. The training assessment is the commander's continuous comparison of the unit's current proficiency with the proficiency required to fight and win on the battlefield. The commander, his staff and subordinate commanders assess the organization's current proficiency on mission essential tasks against required standards. The commander then indicates the current proficiency by rating each task as "T" (trained), "P" (needs practice), or "U" (untrained). The outcome of the training assessment identifies the unit's training requirements.

d. Develop training strategy and commander's guidance. Develop the training strategy using the outcome from the training assessment. This training strategy will enable the commander and staff to establish priorities by determining the minimum frequency each mission essential task will be trained during the upcoming training period. The training strategy includes the commander's guidance, which includes his training vision.

e. Establish training priorities. Establish priorities for training METL tasks by the criticality of the task and the relative training emphasis it should receive.

f. Prepare long-range planning calendar. The long-range planning calendar is the coordinating tool for long-range planning. It is structured by long-range training events to identify time available for training mission essential tasks. To prepare a long-range calendar, follow the steps outlined below:

(1) Select training events and activities to train the critical wartime missions.

(2) Assign time for subordinate units to train. Allow subordinate leaders to develop their training programs in support of the battalion training program.

(3) Examine various training alternatives to make optimum use of the training support available to the unit. Compare available training resources against higher echelon directed training, and internally directed training events.

(4) Obtain approval of long-range plans.

(5) Issue training guidance and the long-range training calendar to the staff and subordinate units. The guidance supplements the long-range training calendar and generally includes:

- (a) Training policies
- (b) Types of mandatory training
- (c) Training resources guidance
- (d) Quotas for centralized training (schools)
- (e) Training goals

3-3. Short-Range Planning. A short-range plan is prepared to address the immediate future (three months for active component and one year for reserve components). Short-range planning develops specific training objectives based on goals and guidance prepared during long-range planning. The short-range plan adds more detail and may modify the long-range plan based on current assessments. Prepare the short-range plan as described below:

a. Review the training program, previous short-range planning calendars, current unit proficiency, resources, and training environment.

(1) Review the training program described in the long-range planning process. This review determines if assessments made during long-range planning are still valid.

(2) Review previous short-range planning calendars for training accomplished, training preempted, and lessons learned.

(3) Review resources to determine if it is still possible to execute the program described on the long-range planning calendar.

(4) Review the training environment again in this phase of planning because it takes on added importance as training events and activities approach. Factors that affect the training environment and collectively impact on the training program are:

- (a) Personnel assigned
- (b) Personnel turbulence
- (c) Morale
- (d) Education programs
- (e) Mandatory training
- (f) Visits, inspections and tests
- (g) Supplies and equipment
- (h) Non mission-related activities
- (i) Other programs

b. Develop a detailed plan of action for short-range training plans. Prepare the detailed plan of action as described below:

- (1) Examine events scheduled on the long-range training plan to determine if they are still valid.
- (2) Transfer valid events to a short-range training planning calendar.
- (3) Determine desired outcomes for scheduled events.
- (4) Analyze missions to determine related individual leader and collective tasks.
- (5) Determine if there are any weaknesses and sustain selected individual, leader and unit strengths, as necessary.
- (6) Select the specific training objectives for those missions and tasks the unit must train. The T&EOs in chapter 5 provide the commander with the training objectives.
- (7) Review short range plans with higher HQ.
- (8) Issue guidance. This guidance specifically addresses how training will be accomplished.

c. Prepare a short-range training-planning calendar containing three monthly training schedules. The short-range training-planning calendar provides a detailed plan of action for the specified period.

3-4. Near-Term Planning. The final phase of planning is the execution of training. Prepare weekly training schedules using the short-range plan.

a. Review the training program, unit proficiency, resources, and training environment. As in long-range and short range planning, this review determines if previous assessments are still valid.

b. Finalize plans based upon the review of the training program. Determine the best sequence for training tasks, and complete the final coordination of training events and activities.

c. Prepare trainers, observer controllers (OC), opposing forces (OPFOR), and support personnel to know what is being trained, why it is being trained, and what their role in the training will be.

3-5. Training the Command and Headquarters Elements. Planning training for these elements provides the commander with unique challenges. The most severe are those that have to do with time and availability of personnel. The command and headquarters elements are involved in day-to-day operations and support of subordinate unit training. It is difficult to find the adequate time to address the training needs of these elements. The elements must be capable of fulfilling their roles for the unit to perform its wartime missions. The strategy selected by the commander for training these elements must include an effective method of training individuals, staffs, leaders, and units.

a. Training of the staff presents the greatest challenges within a constrained training environment. This MTP identifies the training objectives for the staff. The staff has numerous tasks to master to be effective. Examples of actions and capabilities required of any staff are:

- (1) Function as an effective team.
- (2) Exchange information.
- (3) Prepare estimates.
- (4) Give appraisals.

- (5) Make recommendations and decisions.
- (6) Prepare plans.
- (7) Issue orders.
- (8) Coordinate and control unit operations.
- (9) Supervise subordinate units.

b. Each unit is different. The strategy used to train staff will vary based on the considerations used in planning training (level of proficiency, training support available, etc.). Only the commander can determine the best method of training his staff. Some methods of staff training include the following exercises:

(1) Command post exercises (CPX) are medium-cost, medium-overhead training exercises that may be conducted in garrison or field locations. CPXs normally use a battle simulation to drive staff actions.

(2) Field training exercises (FTX) are high-cost, high-overhead exercises conducted in the field under simulated combat conditions. Unit-conducted FTXs exercise the staff in coordination, control, and supervision of unit operations. They normally require the completion of staff planning tasks before the exercise begins.

3-6. Developing Training Exercises. Chapter 4 provides sample exercises to use or modify to meet specific training needs. This section provides general procedures for staff to use for FTX preparation and for the supporting STXs. FTX/STX plans are normally prepared during preparation of the short-range plan. Prepare the exercises as described below:

a. Selection of missions and tasks for training. Accomplish this during the development of the short-range plan.

b. Site selection. Confirm selection of training area.

c. Scenario development. After selecting missions and tasks, prepare a detailed scenario for the exercise.

(1) List the missions, tasks and events in the preferred sequence of occurrence.

(2) Identify events necessary for control of the exercise. These exercises would normally include issuance of orders, after action reviews (AAR), and any other administrative or logistics actions necessary to conduct the exercise.

(3) Prepare exercise overlays that show the sequence of actions and facilities to be used for each event.

(4) Determine the estimated time for each event using the overlay and scenario. The total time is determined to ensure completion of the scenario within the time allocated for the exercise.

d. Selection of OC and OPFOR. Ideally, higher headquarters should provide OC and OPFOR. It is difficult for a unit to provide these requirements from its internal resources. When OC and OPFOR must be provided from within the unit, they may be selected from personnel or units not essential for attainment of the exercise objectives.

e. Preparation of the control plan. Control plans are developed to coordinate actions of training units, OPFOR, and OC. The scenario is used and a detailed control plan is prepared. The control plan should consist of:

- (1) Detailed schedules of OPFOR actions
- (2) Detailed instructions for the OPFOR
- (3) Detailed schedule of activities for units
- (4) Operational orders (OPORD) and fragmentary orders (FRAGO) for friendly units

f. Preparation of evaluation plan. Evaluation is continuous and applicable to all training. The evaluation plan identifies the tasks to evaluate, by whom, and at what time, and will consist of:

- (1) Specific instructions for OC
- (2) A sequential list of T&EO each OC will evaluate
- (3) Detailed time schedules for evaluation and AARs

3-7. Mission Outline. The mission outline (Fig 3-1) provides a graphic portrayal of collective tasks that the unit must train and perform during each STX. Each STX will prepare the unit to combine all of its skills and perform as they would in wartime and during the FTX. Each column contains a critical wartime mission, along with collective tasks that the unit must successfully perform during each STX phase. Collective task identification for the task numbers included in the outline is in Chapter 5 of this MTP.

**FTX 12-1-E0011**  
**Conduct Continental United States Replacement Center Operations**

<b>STX 12-1-E0012</b>	<b>STX 12-1-E0013</b>	<b>STX 12-1-E0014</b>
<b>Conduct Mobilization Operations</b>	<b>Process Non-Unit Related Personnel (NRP)</b>	<b>Conduct Demobilization Operations</b>
12-1-8001	12-1-3218	63-2-8024.12-3217
12-1-3202	12-1-1000	12-1-3218
12-1-3510	12-1-3204	12-1-1000
12-1-3218	12-1-3210	12-1-3217
12-1-1000	12-1-3215	
12-1-3217	12-1-3209	
	12-1-3421	
	12-1-3216	
	12-1-3203	
	10-2-R320.12-1320	
	16-7-C001.12-2001	
	12-1-3211	
	12-1-3201	
	12-1-3217	
	12-7-4050	

**Figure 3-1. Mission Outline**

## CHAPTER 4

### Training Exercises

4-1. General. Training exercises are used to train and evaluate the performance of collective tasks. These exercises are designed to assist in developing, sustaining, and evaluating the unit's proficiency. This MTP contains one field training exercise (FTX) and three situational training exercises (STX), as shown in Table 4-1.

**Table 4-1**  
**Training Exercises**

EXERCISE	TITLE	PAGE
FTX 12-1-E0011	Conduct CONUS Replacement Center Operations	4-2
STX 12-1-E0012	Conduct Mobilization Operations	4-7
STX 12-1-E0013	Process Non-Unit Related Personnel (NRP)	4-10
STX 12-1-E0014	Conduct Demobilization Operations	4-13

4-2. Field Training Exercise. The FTX provides a training method for the unit to train its critical wartime mission. It provides a logical sequence for the performance of tasks previously trained in the STXs.

4-3. Situational Training Exercises. The STX is a short, scenario-driven, mission-oriented tactical exercise used to train a group of closely related collective tasks. An STX may be modified by the battalion commander based on the mission, enemy, terrain, troops, time available, and civil considerations (METT-TC) factors, mission essential task list (METL), and equipment. The STXs in this chapter provide information for training the supporting missions, which together make up the critical wartime mission. The STXs perform the following functions:

- a. Provide repetitive training on the critical wartime mission.
- b. Allow the unit to practice the supporting missions before the critical wartime mission.
- c. Allow trainers and observer controllers (OC) to identify training weaknesses and to provide specialized assistance.
- d. Save time by providing a majority of the information needed to develop a vehicle for training.

4-4. Safety. Safety must be a major consideration in all training. All soldiers and leaders must be safety-conscious. OC, trainers, and leaders have the responsibility to ensure all training occurs within the established safety constraints. Prior to beginning each exercise, commanders must complete a risk assessment and brief all personnel on specific safety measures to be observed during execution. Training safety is addressed in Appendix B to this MTP.

**REPLACEMENT BATTALION (CONUS)  
FTX 12-1-E0011  
CONDUCT CONUS REPLACEMENT CENTER (CRC) OPERATIONS**

1. Objective. This FTX is designed to practice mobilizing and establishing the CRC, receiving non-unit related personnel (NRP), controlling NRP processing, integrating returning NRP personnel, and demobilizing the CRC. This FTX uses all Training and Evaluation Outlines (T&EO) that are listed in Chapter 5 of this document. Likewise, it incorporates all T&EOs contained in the STXs in this chapter.

2. Interface. The following STXs support this FTX:

- a. Conduct Mobilization Operations (STX 12-1-E0012)
- b. Process Non-Unit Related Personnel (NRP) (STX 12-1-E0013)
- c. Conduct Demobilization Operations (STX 12-1-E0014)

3. Training Enhancers. Pre-FTX training activities that will help the CRC receive maximum benefit from the conduct of this FTX include the following:

a. Prior to conducting this FTX, unit personnel should be fully trained on the STXs in this chapter, and on their supporting individual tasks. This FTX combines and integrates the tasks presented initially in the STXs. Once the basics of the FTX are mastered, the FTX should be conducted under increasingly complex and challenging conditions.

b. Leaders should prepare for the FTX by reviewing their operational procedures and the ARTEP MTP collective tasks. This training enhances planning, control, and coordination skills, and builds communications among unit personnel.

c. Leaders should review the written results of previous FTXs, STXs, and other training activities conducted by their unit and sister units. Lessons learned publications and after-action reports from recent training should also be reviewed.

d. Leaders should talk through the major events contained in the training exercise. By discussing their respective actions in response to these situations, a higher level of understanding and enhanced prior planning are achieved. This understanding and planning subsequently result in prompt, systematic, well integrated, and effective responses to situations whether encountered in training or in actual operations. This training also helps the commander communicate his intent to key leaders and soldiers.

4. General Scenario. This FTX begins with the receipt of a mobilization order. It continues through a series of suggested training activities that progress through each STX, ending with the final after-action review (AAR). These training activities are expanded and annotated with estimated times in Table 4-2. The collective tasks that are trained in this FTX are listed sequentially in Table 4-3. The FTX ends with the unit being demobilized. Figure 4-1 illustrates the general scenario of task performance in this exercise. During all phases of the scenario, the commander, leaders, and soldiers must be alert to the possibility of terrorist operations and hostile attempts to obtain information.

**Table 4-2**  
**FTX 12-1-E0011 Scenario**

<b>SEQUENCE</b>	<b>EVENT</b>	<b>ESTIMATED TIME</b>
1	Perform recall	2 hr
2	Prepare for mobilization	4 hr
3	Conduct mobilization operations	6 hr
4	Move to CRC site	2 hr
5	Conduct Intermediate AAR	1 hr
6	Establish CONUS Replacement Center operations	6 hr
7	Process NRP replacements	10 hr
8	Integrate returning NRP	6 hr
9	Conduct Intermediate AAR	1 hr
10	Conduct demobilization operations	6 hr
11	Conduct AAR	2 hr
	<b>TOTAL ESTIMATED TIME</b>	<b>46 hr</b>

NOTE:  
 The time required to train an event may vary based on mission, enemy, terrain, troops, time available, and civil considerations (METT-TC) factors and the training proficiency of the unit.

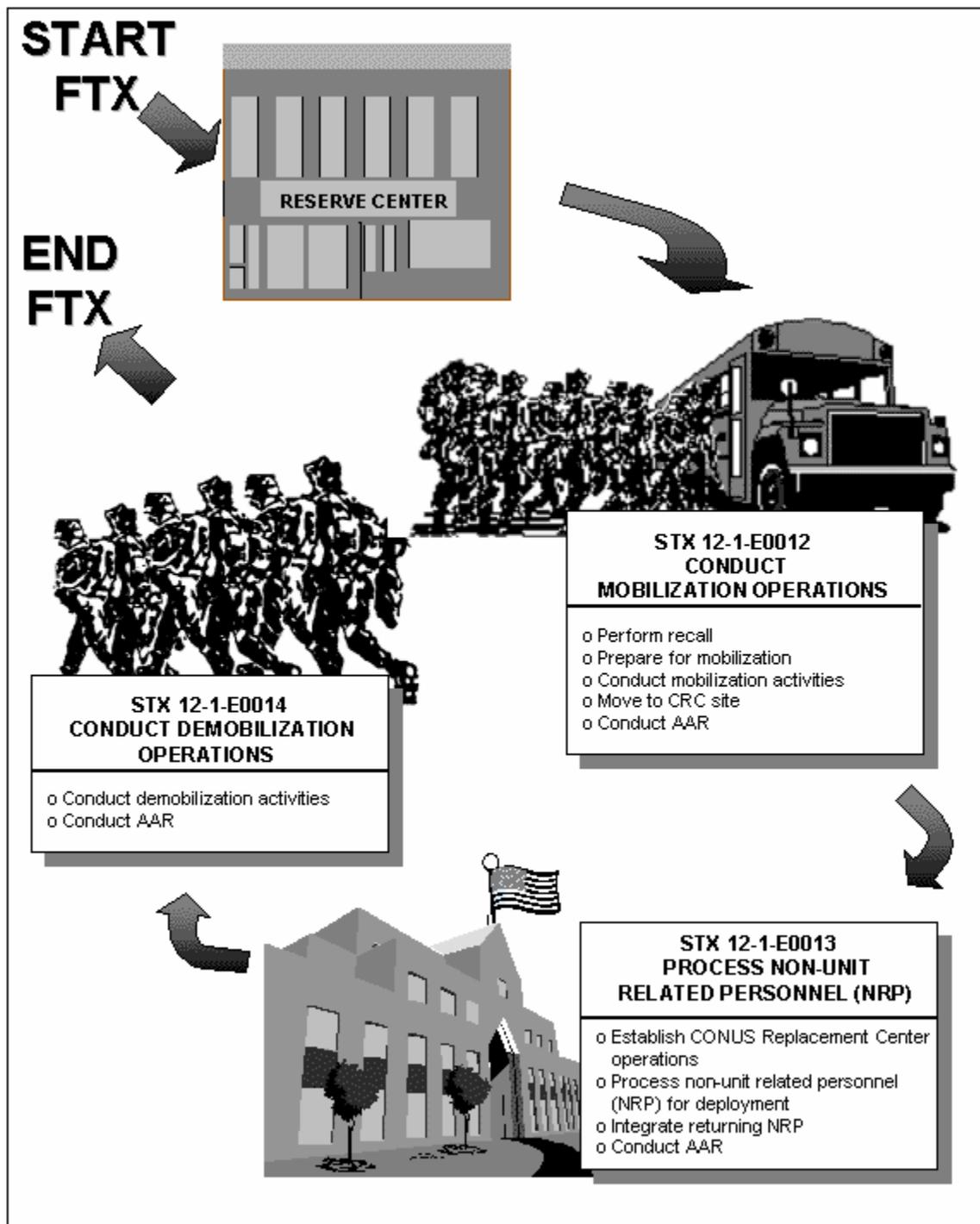


Figure 4-1. General Scenario Illustration

5. **General Situation.** A major overseas theater of operations that is expected to require a high volume of non-unit related replacements is being established. Armywide planning is underway. Terrorist cells are known to be operating in CONUS. While the level and exact type of the terrorist threat are uncertain, terrorists and their sympathizers are believed to be gathering information about military operations. Small scale direct terrorist actions against military individuals and elements are probable.

6. **Special Situation.** The Replacement Battalion (CONUS) has received an order to mobilize and has been alerted to establish a CRC on a major CONUS installation. The battalion has received the following warning order:

Effective immediately, commence activities to mobilize the XXX Replacement Battalion (CONUS). Complete mobilization by DDMMYYYYY. Establish full-scale CRC operations at Fort XXXXX. Be prepared to commence processing NRP by DDMMYYYYY.

7. **Support Requirements.**

a. **Minimum trainers and observer controllers (OC).** This FTX should be conducted under the direction of personnel external to the CRC. This makes it possible for all battalion and company personnel to receive full benefit of the training. The FTX requires OCs who are thoroughly trained in their duties and responsibilities. Previous experience in a reception battalion is desired.

b. **Opposing forces (OPFOR).** A two-person OPFOR element is required for this FTX. The OPFOR must be trained to perform the OPFOR tasks contained in this MTP. When employed, they must be supervised to assure they operate in accordance with the standards provided in these tasks.

c. **Maneuver area.** The FTX is conducted in a garrison environment using the installation facilities.

d. **Master incident list (MIL).** Much of this training will be driven by the actions which the commander, staff, and key leaders take in response to the warning orders and other directives they receive. However, additional event drivers or incidents which will cause the unit to perform the collective tasks included in this FTX are needed. They must be developed prior to the FTX, arranged in a sequential, time-phased manner, entered on the MIL, and injected by the OC. This list will then serve as the FTX road map and help to assure the appropriate timing, control, and evaluation of all FTX training.

e. **Consolidated support requirements.** This FTX requires the use of appropriate common table of allowances (CTA) and installation property.

8. **T&EO Sequence.** Table 4-3 lists T&EOs from Chapter 5 in the order that they are used in conducting and evaluating this FTX. Page numbers for the T&EOs are provided in Chapter 5.

**Table 4-3**  
**T&EOs from Chapter 5 to Use in FTX 12-1-E0011**

TASK	TASK NUMBER
Perform Recall Activities	12-1-8001
Prepare for Mobilization	12-1-3202
Conduct Mobilization Operations	12-1-3510
Perform Risk Management Procedures	12-1-3217
Employ OPSEC Measures	12-1-3218
React to Terrorist Operations	12-1-1000
Establish CONUS Replacement Center (CRC) Operations	12-1-3204
Plan Unit Operations	12-7-4050
Provide Command and Control of Assigned and Attached Elements	12-1-3201
Process Non-unit Related Personnel (NRP) Replacements	12-1-3210
Integrate Returning Non-Unit Related Personnel	12-1-3215
Arrange Transportation	12-1-3209
Process Automated Replacement Data	12-1-3421
Provide for Morale, Welfare, and Recreation (MWR) Support	12-1-3211
Conduct the Religious Support Program	16-7-C001.12-2001
Provide Unit Supply Support	10-2-R320.12-1320
Provide Personnel and Administrative Support	12-1-3203
Maintain Unit Strength	12-1-3216
Conduct Demobilization Operations	63-2-8024.12-3217

**REPLACEMENT BATTALION (CONUS)**  
**STX 12-1-E0012**  
**CONDUCT MOBILIZATION OPERATIONS**

1. Objective. This STX trains the Replacement Battalion (CONUS) and its companies to assemble and move from their home stations to their mobilization station.

2. Interface.

a. This STX is a component of the FTX contained in this chapter.

b. The Replacement Battalion (CONUS) and its subordinate companies are dependent upon the CONUS installation to which assigned for all support in accordance with the CRC Handbook (DA Pamphlet 600-81). Support includes billeting, training equipment and facilities, food service, health services, unit maintenance, legal, finance, personnel and administrative services, communications, and supplemental transportation.

3. Training.

a. Leader training.

(1) Visit agencies which support your mobilization to obtain current information on mobilization policies, procedures, and capabilities.

(2) Review the procedures outlined in FM 100-17, Mobilization, Deployment, Redeployment and Demobilization, and other doctrinal materials.

(3) Review your unit's family support plans and soldier readiness processing (SRP) procedures.

(4) Study your mobilization procedures.

(5) Study lessons learned by units similar to yours that have mobilized.

(6) Review the after-action reports from previous training you conducted using this STX and any other mobilization training.

b. Tips for training. During training, emphasize the following:

(1) Recall procedures

(2) Operations security (OPSEC) procedures

(3) Terrorist capabilities and counter-terrorism procedures

(4) Duties of subordinate leaders

(5) Plans and procedures for 24-hour operations and operations under non-standard conditions

(6) SRP requirements and procedures

(7) Accuracy and completeness of personnel records and family support plans

(8) Command, control, and communications

c. After attaining STX proficiency, sustain that proficiency by executing this STX as part of an FTX.

4. Training Enhancers.

a. While unit personnel can conduct crawl level training on this STX, the walk and run phases are best conducted using outside observer controllers (OC). This allows for the training of all unit leaders, results in more objective training assessments, and enables outside experts to share their insights and expertise.

b. While mobilizing and conducting movement, the CRC may encounter terrorist operations and hostile attempts to obtain information about friendly forces. Use appropriately dressed opposing forces (OPFOR) as terrorists, saboteurs, or enemy agents in order to ensure realism and to objectively assess unit security measures.

5. General Situation. The Replacement Battalion (CONUS), located at its home station, has been directed to mobilize and prepare for movement. After completion of movement preparation, the battalion is directed to move to a designated installation where it will assume its personnel replacement support mission. All normal support agencies and individuals required to conduct this deployment are available and tasked to support the battalion and its subordinate companies.

6. Special Situation.

a. The battalion commander has received the following order.

Effective immediately, mobilize the \_\_\_\_ Replacement Battalion (CONUS). Upon mobilization, relocate to Fort XXXXX and establish full CRC operations.

b. This STX ends after the unit has mobilized and moved all personnel to the designated or simulated supporting installation.

c. Conduct an after action review (AAR) when the exercise is completed.

d. Table 4-4 shows the estimated time needed for each part of the exercise.

**Table 4-4**  
**Replacement Battalion (CONUS) STX 12-1-E0012 Scenario**

SEQUENCE	EVENT	ESTIMATED TIME
1	Perform recall	2 hr
2	Prepare for mobilization	4 hr
3	Conduct mobilization activities	6 hr
4	Conduct unit move	2 hr
5	Conduct AAR	1 hr
<b>TOTAL ESTIMATED TIME</b>		<b>15 hr</b>

7. Support Requirements.

a. Minimum trainers/OC. Two OC who are thoroughly familiar with the steps involved in the mobilization of this unit are required. A less desired alternative is to have the unit commander and other senior leaders serve in these positions.

b. OPFOR. One individual is required to serve as a terrorist/civilian agent attempting to gather information on the unit's mission, destination, personnel, and movement schedule. OPFOR performance must be in accordance with the task, condition, and standards specified in this MTP.

c. Maneuver area. This STX is conducted in a garrison environment.

d. Master incident list (MIL). Most of this training is driven by the mobilization order. However, other exercise incidents need to be developed to support the training. Once developed, these incidents should be prepared in a time-phased MIL to assure their proper sequencing, control, and evaluation.

e. Consolidated support requirements. No ammunition, equipment, or fuel is needed to support this STX.

8. T&EO Sequence. Table 4-5 lists T&EOs from Chapter 5 in the order that they are used in conducting and evaluating this STX. Page numbers for the T&EOs are provided in Chapter 5.

**Table 4-5**  
**T&EOs from Chapter 5 to Use in STX 12-1-E0012**

TASK	TASK NUMBER
Perform Recall Activities	12-1-8001
Prepare for Mobilization	12-1-3202
Conduct Mobilization Activities	12-1-3510
Perform Risk Management Procedures	12-1-3217
Employ OPSEC Measures	12-1-3218
React to Terrorist Operations	12-1-1000

**REPLACEMENT BATTALION (CONUS)  
STX 12-1-E0013  
PROCESS NON-UNIT RELATED PERSONNEL (NRP)**

1. Objective. This STX provides training for the Replacement Battalion (CONUS) in establishing the CONUS Replacement Center and processing of non-unit related personnel.

2. Interface.

a. This STX is a component of the FTX contained in this chapter.

b. The Replacement Battalion (CONUS) and its subordinate companies are dependent upon the CONUS installation to which assigned for all support in accordance with the CRC Handbook (DA Pamphlet 600-81). Support includes billeting, training equipment and facilities, food service, health services, unit maintenance, legal, finance, personnel and administrative services, communications, and supplemental transportation.

3. Training.

a. Leader training:

(1) Thoroughly review the training and evaluation outlines (T&EO) used in this STX (Table 4-7), paying particular attention to the leader tasks and the applicable material contained in referenced doctrinal publications.

(2) Assure leaders and soldiers have mastered the leader and individual tasks for each T&EO.

(3) Review reports from previous similar training conducted by your unit with key unit leaders. Include lessons learned from training or actual combat experience of similar units. Assure pertinent information from these reviews is passed on to all unit personnel.

(4) Arrange for key leaders to observe similar training being conducted by other units.

(5) Review communications and alarm procedures.

b. Tips for training. During training, emphasize the following:

(1) Threat and terrorist capabilities, tactics, and counter terrorist procedures

(2) Personnel and administrative support operations, policies, and procedures

(3) Safety procedures and training realism

(4) Local security policies and procedures

c. After attaining STX proficiency, sustain that proficiency by executing this STX as part of an FTX.

4. Training Enhancers.

a. While unit personnel can conduct the crawl level of training on this STX, the walk and run phases should be conducted using outside observer controllers (OC). This allows for the training of all unit leaders, results in more objective training assessments, and enables outside experts to share their insights and expertise.

b. This STX begins with the arrival of the Replacement Battalion (CONUS) at the installation where it will establish a CRC and commence processing of NRP. It ends after the CRC has completed a period of processing NRP for deployment, integrating returning NRP, and processing automated replacement data. Table 4-6 provides a suggested scenario.

**Table 4-6**  
**Replacement Battalion (CONUS) STX 12-1-E0013 Scenario**

SEQUENCE	EVENT	ESTIMATED TIME
1	Establish CONUS replacement center operations	6 hr
2	Process non-unit related personnel (NRP) replacements	10 hr
3	Integrate returning NRP personnel	6 hr
4	Conduct AAR	1 hr
<b>TOTAL ESTIMATED TIME</b>		<b>23 hr</b>
NOTE: The time required to train an event will vary based on mission, enemy, terrain, troops, time available, and civil considerations (METT-TC) factors and the training proficiency of the unit.		

5. General Situation. The Replacement Battalion (CONUS) has arrived at the installation from which it will conduct replacement operations. An advanced party arrived earlier and began preliminary coordination with the installation for support and facilities.

6. Special Situation.

a. The unit received the following order:

Prepare Replacement Battalion (CONUS) to begin receiving NRP not later than DD0800Z MMM YY. Commence NRP status reporting not later that DD2400Z MMM YY.

7. Support Requirements.

a. Minimum trainers/OC. This exercise should be conducted under the direction of an OC team. OC team expertise in replacement processing and security operations is required. Key unit leaders should only be used in crawl iterations of this STX.

b. Opposing force (OPFOR). Two OPFOR members are required to serve as a terrorist who attempts to gather information on unit personnel and operations, to challenge security, and to carry out appropriate actions. OPFOR personnel must be trained in threat tactics, have specific missions, and follow the OPFOR tasks in this publication.

e. Maneuver area. This STX requires a garrison office type environment.

f. Master incident list (MIL). Event drivers need to be prepared in advance to drive the performance of replacement support tasks. A MIL must be developed to schedule and synchronize all event drivers used in the STX.

g. Consolidated support requirements. Appropriate common table of allowances (CTA) and installation property should be used in support of this STX.

8. T&EO Sequence. Table 4-7 lists T&EOs from Chapter 5 in the order that are used in conducting and evaluating this STX. Page numbers for the T&EOs are provided in Chapter 5.

**Table 4-7**  
**T&EOs from Chapter 5 to Use in STX 12-1-E0013**

<b>TASK</b>	<b>TASK NUMBER</b>
Perform Risk Management Procedures	12-1-3217
Employ OPSEC Measures	12-1-3218
React to Terrorist Operations	12-1-1000
Establish CONUS Replacement Center (CRC) Operations	12-1-3204
Plan Unit Operations	12-7-4050
Provide Command and Control of Assigned and Attached Elements	12-1-3201
Process Non-unit Related Personnel (NRP) Replacements	12-1-3210
Integrate Returning Non-Unit Related Personnel	12-1-3215
Arrange Transportation	12-1-3209
Process Automated Replacement Data	12-1-3421
Provide for Morale, Welfare, and Recreation (MWR) Support	12-1-3211
Conduct the Religious Support Program	16-7-C001.12-2001
Provide Unit Supply Support	10-2-R320.12-1320
Provide Personnel and Administrative Support	12-1-3203
Maintain Unit Strength	12-1-3216

**REPLACEMENT BATTALION (CONUS)**  
**STX 12-1-E0014**  
**CONDUCT DEMOBILIZATION OPERATIONS**

1. Objective. This STX trains the Replacement Battalion (CONUS) to conduct demobilization operations. The STX provides the commander and key leaders with training in planning, coordinating, and supervising demobilization operations.

2. Interface.

a. This STX is a component of the FTX contained in this chapter.

b. The Replacement Battalion (CONUS) and its subordinate companies are dependent upon the CONUS installation to which assigned for all support in accordance with the CRC Handbook (DA Pamphlet 600-81). Support includes billeting, training equipment and facilities, food service, health services, unit maintenance, legal, finance, personnel and administrative services, communications, and supplemental transportation.

3. Training.

a. Leader training.

(1) Make an in-depth study of the T&EOs for this STX. Review referenced doctrinal materials. Assess leader proficiency on leader tasks listed in the T&EO. Train as necessary to enhance your skills and ensure those of other leaders meet the established standards.

(2) Assess the level of proficiency of your soldiers on the supporting individual tasks listed for each T&EO. Assure soldiers are proficient on individual tasks prior to training this STX.

(3) Visit agencies that support your demobilization operations to obtain current information on policies, procedures, and capabilities.

(4) Review demobilization doctrine, policies, and related procedures.

(5) Review all safety and security procedures.

(6) Study lessons learned by similar units that have recently demobilized.

(7) Review the after-action and lessons learned reports from previous training you conducted using this STX and any previous demobilization exercises.

b. Tips for training. Emphasize the following in pre-STX training.

(1) Operations security (OPSEC) procedures

(2) Terrorist capabilities and counter-terrorism tactics

(3) Duties of subordinate leaders

(4) Command, control, and communications

c. After attaining STX proficiency, sustains that proficiency by executing this STX as part of an FTX.

4. Training Enhancers.

a. While demobilizing, the unit may encounter terrorist operations and hostile attempts to obtain information. Appropriately dressed OPFOR should be used as terrorists, saboteurs, or enemy agents attempting to gather information in order to ensure realism and to objectively assess security measures.

b. This STX begins with the receipt of demobilization order. It ends after the battalion and its subordinate companies have completed all demobilization activities and have returned to their home station. Table 4-8 shows suggested sequencing, the estimated time for each part of this exercise, and proposed time for the after action review (AAR).

**Table 4-8  
Replacement Battalion (CONUS) STX 12-1-E0014 Scenario**

SEQUENCE	EVENT	ESTIMATED TIME
1	Conduct Demobilization Operations	6 hr
2	Conduct AAR	2 hr
<b>TOTAL ESTIMATED TIME</b>		<b>8 hr</b>
NOTE: The time required to train an event will vary based on mission, enemy, terrain, troops, time available, and civil considerations (METT-TC) factors and the training proficiency of the unit.		

5. General Situation. The Replacement Battalion (CONUS) has been conducting operations in support of a theater conducting combat operations. Combat operations have concluded and major elements of the force have returned to CONUS. Replacement activities to support the theater have been transferred to normal support channels.

6. Special Situation. The flow of replacements and returnees through the CRC has ceased. The battalion has received the following order:

Effective DDMMYYYY, commence activities to demobilize and return all personnel to their home station.

7. Support Requirements.

a. Minimum trainers/observer controllers (OC). This STX should be conducted under the direction of an OC team. OC team expertise in demobilization procedures and security operations is needed. Key unit leaders should only be used in crawl iterations of this STX.

b. Opposing force (OPFOR). Two OPFOR members are required to serve as terrorists who attempt to gather information on unit personnel and operations, challenge security, and carry out appropriate actions. OPFOR personnel must be trained in threat tactics, have specific missions, and follow the OPFOR tasks in this publication.

c. Maneuver area. This STX requires a garrison office type environment.

d. Master incident list (MIL). Event drivers need to be prepared in advance to drive the performance of replacement support tasks. A MIL must be developed to schedule and synchronize all event drivers used in the STX.

e. Consolidated support requirements. Appropriate common table of allowances (CTA) and installation property should be used in conducting this STX.

8. T&EO Sequence. Table 4-9 lists T&EOs from Chapter 5 in the order that are used in conducting and evaluating this STX. Page numbers for the T&EOs are provided in Chapter 5.

**Table 4-9**  
**T&EOs from Chapter 5 to Use in STX 12-1-E0014**

TASK	TASK NUMBER
Conduct Demobilization Operations	63-2-8024.12-3217
Perform Risk Management Procedures	12-1-3217
Employ OPSEC Measures	12-1-3218
React to Terrorist Operations	12-1-1000



## CHAPTER 5

### Training and Evaluation Outlines

5-1. Introduction. This chapter contains the training and evaluation outlines for the Replacement Battalion/Company (CONUS). T&EOs are the foundation of the MTP and the collective training of the units. T&EOs are training objectives (task, conditions, and standards) that the unit must master to perform its critical wartime operations. T&EOs may be trained separately, in an STX, in an FTX, or in a live-fire exercise.

5-2. Structure. The T&EOs in this chapter are listed in Figure 5-1. The Mission-to-Collective Task Matrix in Chapter 2 lists the T&EOs required to train the critical wartime missions according to their specific battlefield operating system (BOS).

5-3. Format. The T&EOs are prepared for every collective task that supports critical wartime operation accomplishment. Each T&EO contains the following items:

- a. Element. This identifies the unit or unit element(s) that performs the task.
- b. Task. This is a description and task number of the action to be performed by the unit.
- c. References. These are listed following the task number. The reference which contains the most information (primary reference) about the task is underlined.
- d. Iteration. This is for evaluation purposes. It is used to identify how many times the task is performed and evaluated during training.
- e. Commander/Leader Assessment. This is used by the unit leadership to assess the proficiency of the unit in performing the task to standard. Assessments are subjective in nature and use all available evaluation data and leader input to assess the organization's overall capability to accomplish the task. The following ratings are used:
  - (1) T - Trained. The unit is trained and has demonstrated its proficiency in accomplishing the task to wartime standards.
  - (2) P - Needs practice. The unit needs to practice the task. Performance has demonstrated that the unit does not achieve standard without some difficulty or has failed to perform some task steps to standard.
  - (3) U - Untrained. The unit can not demonstrate an ability to achieve wartime proficiency.
- f. Condition. This describes the situation or environment under which the task is to be performed. The conditions also contain the initiating cue for the task.
- g. Task Standards. This is a statement that describes the overall task criteria that must be met to receive credit for successful execution of the task. The trainer or evaluator determines the unit's training status using performance observation measurements (where applicable) and his judgment. The unit must be evaluated in the context of the mission, enemy, terrain, troops, time available, and civil considerations (METT-TC) conditions. These conditions should be as similar as possible for all evaluated elements to establish a common baseline for unit performance.
- h. Task Steps and Performance Measures. This is a listing of actions that are required to complete the task. These actions are stated in terms of observable performance for evaluating training proficiency. Leader tasks within each T&EO are indicated by an asterisk (\*). Performance measures that must be accomplished to correctly perform the task step are listed under each task step.

i. GO/NO-GO columns. These columns are used to record results achieved in executing the task step. Each performance measure for a task step is evaluated with an "X" placed in the appropriate column. The ratings are:

(1) GO--the unit successfully accomplished the task or performance measure to standard.

(2) NO GO--the unit did not successfully accomplish the task or performance measure to standard.

j. Task Performance/Evaluation Summary Block. This block provides the trainer a means of recording the total number of task steps evaluated, the number rated as "GO", and the training status (GO or NO GO). This block will provide the leader with a historical record for up to five training iterations. The leader may use this as a management indicator, e.g., a trend showing the increased or decreased unit proficiency. The iteration line under the task performance summary block must match the primary iteration line under the task title. An "M" identifies when the task is performed in MOPP4.

k. Supporting Individual Tasks. This is a listing of all supporting individual tasks required to correctly perform the task. Listed are the reference, task number, and task title.

l. OPFOR Tasks and Standards. These standards specify overall OPFOR performance for each collective task requiring opposing forces. These standards ensure that OPFOR soldiers accomplish meaningful training and force the training unit to perform its task to standard or "lose" to the OPFOR. The OPFOR standards specify what must be accomplished -- not how it must be accomplished. The OPFOR must always attain its task standards, using tactics consistent with the type of enemy they are portraying.

5-4. Use. The T&EO may be used individually to train a single task. It may also be used in sequence with other T&EOs to train and/or evaluate groups of tasks (STX), the unit's entire mission (FTX), or a series of missions (higher echelon exercises).

**Deploy/Conduct Maneuver**

Perform Recall Activities (CRC) (12-1-8001)..... 5-4  
 Prepare for Mobilization (CRC) (12-1-3202)..... 5-6  
 Conduct Mobilization Operations (CRC) (12-1-3510)..... 5-8  
 Conduct Demobilization Operations (CRC) (63-2-8024.12-3217)..... 5-10

**Protect the Force**

Employ OPSEC Measures (CRC) (12-1-3218) ..... 5-12  
 React to Terrorist Operations (CRC) (12-1-1000) ..... 5-15

**Perform CSS and Sustainment**

Establish CONUS Replacement Center (CRC) Operations (12-1-3204) ..... 5-18  
 Process NRP Replacements (CRC) (12-1-3210)..... 5-21  
 Integrate Returning Non-Unit Related Personnel (NRP) (12-1-3215)..... 5-23  
 Arrange Transportation (CRC) (12-1-3209)..... 5-26  
 Process Automated Replacement Data (CRC) (12-1-3421) ..... 5-28  
 Maintain Unit Strength (CRC) (12-1-3216) ..... 5-30  
 Provide Personnel and Administrative Support (CRC) (12-1-3203)..... 5-32  
 Provide Unit Supply Support (CRC) (10-2-R320.12-1320)..... 5-34  
 Conduct the Religious Support Program (CRC) (16-7-C001.12-2001)..... 5-37  
 Provide for Morale, Welfare, and Recreation (MWR) Support (CRC) (12-1-3211) ..... 5-39

**Exercise Command and Control**

Plan Unit Operations (12-7-4050)..... 5-41  
Provide Command and Control of Assigned and Attached Elements (CRC) (12-1-3201)..... 5-43  
Perform Risk Management Procedures (CRC) (12-1-3217) ..... 5-45

**Figure 5-1. List of T&EOs**

**ELEMENTS:** REPLACEMENT COMPANY (CONUS)(12907L)  
 MINISTRY TEAM  
 REPLACEMENT BATTALION (CONUS)  
 COMMAND SECTION  
 DETACHMENT HEADQUARTERS  
 S1 SECTION  
 S2/3 SECTION  
 PER & ADM SPT BRANCH  
 MOVEMENTS BRANCH  
 S4 SECTION

**TASK:** Perform Recall Activities (CRC) (12-1-8001)  
 (FM 100-17) (DA PAM 360-525)

**ITERATION:** 1 2 3 4 5 (Circle)  
**COMMANDER/LEADER ASSESSMENT:** T P U (Circle)

**CONDITIONS:** The unit receives an order to prepare for mobilization. The commander or designated representative has notified unit leaders to initiate personnel recall procedures. Unit recall, security, and movement plans, access rosters, and current maps are available. Alert notification activities are performed day or night, under all environmental conditions. This task should not be trained in MOPP4.

**TASK STANDARDS:** The recall was accomplished within established time frame. All unit personnel were present or accounted for. Required threat and deployment briefings were conducted for unit personnel. Physical and operational security were established IAW security plan.

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
<ul style="list-style-type: none"> <li>* 1. Commander activates the recall program.                             <ul style="list-style-type: none"> <li>a. Confirms alert notification.</li> <li>b. Directs leaders to implement the recall plan.</li> <li>c. Directs personnel accounting in accordance with standing operating procedures (SOP) and alert plan.</li> <li>d. Briefs unit leaders on mission requirements.</li> <li>e. Briefs higher headquarters commander and staff on status of alert activities.</li> </ul> </li> <li>* 2. The S-3 NCOIC and designated leaders supervise alert notification activities. (03-3711.12-0001, 158-300-0030A, 805C-PAD-1245)                             <ul style="list-style-type: none"> <li>a. Monitor security of unit area for compliance with security plan.</li> <li>b. Monitor recall of unit personnel to ensure recall time standards are met and personnel accountability is accomplished IAW recall plan.</li> <li>c. Submit reports to higher headquarters IAW recall and security plans.</li> </ul> </li> <li>* 3. The S-3 NCOIC and designated leaders perform recall personnel accountability functions. (071-328-5301, 158-300-0030A, 805C-PAD-2461)                             <ul style="list-style-type: none"> <li>a. Initiate recall procedures IAW recall plan.</li> <li>b. Set up central check-in IAW recall plan.</li> <li>c. Check personnel as they arrive to ensure only personnel listed on current access rosters enter the unit area.</li> <li>d. Annotate recall roster to indicate personnel are present for duty as they arrive.</li> <li>e. Compute percent present for duty IAW recall plan.</li> <li>f. Brief commander on status as recall progresses.</li> <li>g. Abolish control check-in point when 100 percent of unit personnel are present or accounted for.</li> </ul> </li> </ul>		

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
* 4. Section chiefs and unit leaders supervise alert activities. (03-3711.12-0001, 071-328-5301, 158-300-0030A) <ul style="list-style-type: none"> <li>a. Monitor arrival of personnel to ensure all personnel are accounted for.</li> <li>b. Inspect personnel as they arrive to ensure all have required clothing and personal gear.</li> <li>c. Inspect alert bags to ensure all personal gear is present and serviceable.</li> <li>d. Supervise establishment of security of assigned area IAW security plan.</li> </ul> 5. Unit personnel conduct alert activities. (03-3711.12-0001, 071-328-5301, 805C-PAD-1245) <ul style="list-style-type: none"> <li>a. Relay alert notification, as required.</li> <li>b. Report for duty IAW recall plan.</li> <li>c. Repair or replace personal gear, as required.</li> <li>d. Perform security functions, as required.</li> </ul>		

TASK PERFORMANCE / EVALUATION SUMMARY BLOCK							
ITERATION	1	2	3	4	5		TOTAL
TOTAL TASK STEPS EVALUATED							
TOTAL TASK STEPS "GO"							
TRAINING STATUS "GO"/"NO-GO"							

"\*" indicates a leader task step.

**SUPPORTING INDIVIDUAL TASKS**

Task Number	Task Title	References
03-3711.12-0001	Implement Operations Security	STP 21-II-MQS
071-328-5301	Inspect Personnel/Equipment	STP 21-24-SMCT
158-300-0030A	Brief to Inform, Persuade, or Direct	STP 21-II-MQS
805C-PAD-1245	Support Unit and Family Readiness Through the Army Family Team Building (AFTB) Program	STP 21-1-SMCT
805C-PAD-2461	Maintain Accountability of Personnel (Status Report)	STP 21-24-SMCT

**SUPPORTING COLLECTIVE TASKS: NONE**

**OPFOR TASKS AND STANDARDS: NONE**

**ELEMENTS:** REPLACEMENT BATTALION (CONUS)  
 COMMAND SECTION  
 DETACHMENT HEADQUARTERS  
 S1 SECTION  
 S2/3 SECTION  
 PER & ADM SPT BRANCH  
 MOVEMENTS BRANCH  
 S4 SECTION  
 REPLACEMENT COMPANY (CONUS)(12907L)

**TASK:** Prepare for Mobilization (CRC) (12-1-3202)  
 (FM 100-17) (AR 220-1) (AR 600-8-101)  
 (AR 690-11) (DA PAM 360-525) (FM 55-30)

**ITERATION:** 1 2 3 4 5 (Circle)

**COMMANDER/LEADER ASSESSMENT:** T P U (Circle)

**CONDITIONS:** The unit has been ordered to assemble at its home installation and prepare to mobilize and relocate to a designated installation where it will start processing non-unit related personnel. Threat terrorists and terrorist sympathizers are operating in the area. This task should not be trained in MOPP4.

**TASK STANDARDS:** Unit personnel were processed and prepared for movement to their designated mobilization site within the time established in the mobilization alert order.

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
<p>* 1. The commander and staff establish operations. (03-3711.12-0001, 101-522-5355, 113-571-1022, 805C-42A-4033)</p> <ul style="list-style-type: none"> <li>a. Establish site security.</li> <li>b. Establish liaison with the installation Director of Plans, Training and Mobilization (DPTM) and/or emergency operations center (EOC) as required by the installation standing operating procedures (SOP).</li> <li>c. Establish communications with subordinate units.</li> <li>d. Implement operations security (OPSEC) and communications security (COMSEC).</li> <li>e. Occupy temporary office facilities.</li> <li>f. Coordinate administrative and logistical support.</li> <li>g. Review mobilization procedures.</li> </ul> <p>2. Designated personnel process soldiers for mobilization. (101-522-5355, 158-300-0030A, 805C-42A-4033)</p> <ul style="list-style-type: none"> <li>a. Provide the initial orientation briefing.</li> <li>b. Schedule support for soldiers and their families.</li> <li>c. Obtain installation and personnel staff support (SJA, chaplain, finance, medical, dental, Public Affairs Office (PAO), and Provost Marshal (PM)).</li> <li>d. Conduct processing for movement.</li> <li>e. Correct deficiencies.</li> <li>f. Report non-deployables and strength data.</li> <li>g. Issue a chain-of-concern letter to the families of mobilized soldiers, with names to contact if problems arise.</li> <li>h. Enter addresses and phone numbers of points of contact on the chain-of-concern letter.</li> </ul> <p>3. Staff elements and company operations section plan for movement to mobilization site. (805C-42A-1253, 805C-42A-3006)</p> <ul style="list-style-type: none"> <li>a. Request transportation support.</li> </ul>		

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
b. Review loading plans. c. Collect status reports from subordinate units. d. Report status to the EOC and higher headquarters.  4. S2/3 and company operations section assists family member processing. (03-3711.12-0001, 158-300-0030A, 805C-PAD-1245) a. Schedules briefings and briefing site/time . b. Briefs family members on mobilizing the unit. c. Establishes site security.  * 5. Commander and leaders determine mode of transportation to mobilization site. (158-300-0030A, 551-722-4400, 551-722-4404) a. Review regulatory requirements and mobilization orders. b. Coordinate transportation requirements with supporting installation. c. Brief personnel on movement.  6. Personnel move to mobilization site. a. Board transportation to mobilization site. b. Personnel arrive at mobilization site.		

TASK PERFORMANCE / EVALUATION SUMMARY BLOCK							
ITERATION	1	2	3	4	5		TOTAL
TOTAL TASK STEPS EVALUATED							
TOTAL TASK STEPS "GO"							
TRAINING STATUS "GO"/"NO-GO"							

"\*" indicates a leader task step.

#### SUPPORTING INDIVIDUAL TASKS

Task Number	Task Title	References
03-3711.12-0001	Implement Operations Security	STP 21-II-MQS
101-522-5355	Coordinate Requirements for Laundry, Bath, Clothing Exchange, and Renovation Support	STP 10-92A35-SM-TG
113-571-1022	Perform Voice Communications	STP 21-1-SMCT
158-300-0030A	Brief to Inform, Persuade, or Direct	STP 21-II-MQS
551-722-4400	Collect Movement Requirement Information	STP 55-88N24-SM-TG
551-722-4404	Coordinate Movements with Local Motor Transport Units	STP 55-88N24-SM-TG
805C-42A-4033	Review Mobilization Procedures	STP 12-42A35-SM-TG STP 12-42B-OFS
805C-PAD-1245	Support Unit and Family Readiness Through the Army Family Team Building (AFTB) Program	STP 21-1-SMCT

**SUPPORTING COLLECTIVE TASKS: NONE**

**OPFOR TASKS AND STANDARDS: NONE**

**ELEMENTS:** REPLACEMENT BATTALION (CONUS)  
 COMMAND SECTION  
 DETACHMENT HEADQUARTERS  
 S1 SECTION  
 S2/3 SECTION  
 PER & ADM SPT BRANCH  
 MOVEMENTS BRANCH  
 S4 SECTION  
 REPLACEMENT COMPANY (CONUS)(12907L)  
 MINISTRY TEAM

**TASK:** Conduct Mobilization Operations (CRC) (12-1-3510)  
 (FM 100-17) (AR 350-1) (AR 350-41)  
 (AR 600-8-101) (AR 690-11) (DA PAM 360-525)  
 (DA PAM 600-72) (FM 21-75)

**ITERATION:** 1 2 3 4 5 (Circle)

**COMMANDER/LEADER ASSESSMENT:** T P U (Circle)

**CONDITIONS:** Unit is at mobilization station. All assigned personnel and equipment are present. All required publications (standing operating procedures (SOPs), regulations, field manuals, etc.) are available. Mobilization station support facilities, equipment, personnel and other resources are prepared and available for unit use. This task should not be trained in MOPP4.

**TASK STANDARDS:** Administrative and personnel processing required for deployment were completed. Individual personal and logistical readiness were verified within specified time frame. Non-qualified personnel were reported to the supporting installation for disposition.

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
<p>* 1. Leaders conduct mobilization station operations. (03-5101.00-0015, 04-8951.00-0892, 805C-42A-3488, 805C-PAD-2461, 805C-PAD-4597)</p> <ul style="list-style-type: none"> <li>a. Maintain liaison with the mobilization station commander, staff, and other designated support agencies.</li> <li>b. Coordinate mobilization station postal, legal, medical, morale/welfare/recreation, religious, financial, and other support for unit personnel.</li> <li>c. Coordinate external support for unit training and personnel and equipment processing.</li> <li>d. Prepare a unit master schedule of training, personnel and equipment processing, and other major activities.</li> <li>e. Maintain status information on mobilization station processing.</li> <li>f. Conduct public affairs program.</li> <li>g. Provide unit status information to the mobilization station commander, staff, parent active component (AC) unit, and state/reserve component elements.</li> </ul> <p>* 2. Leaders process personnel. (805C-42A-1253, 805C-42A-1265, 805C-42A-3473, 805C-42A-4014)</p> <ul style="list-style-type: none"> <li>a. Provide personnel billeting, mess, and other mobilization station living accommodations.</li> <li>b. Cross-level personnel.</li> <li>c. Process filler and replacement personnel.</li> <li>d. Maintain personnel accountability and processing status.</li> <li>e. Verify completion of medical, dental, financial, legal, postal, and personnel deployment processing and qualification.</li> <li>f. Conduct troop information programs.</li> </ul>		

<b>TASK STEPS AND PERFORMANCE MEASURES</b>	<b>GO</b>	<b>NO-GO</b>
g. Render periodic personnel status reports. 3. Supply personnel process equipment and supplies for movement. (03-5101.00-0015, 101-521-1151, 101-521-1154) a. Cross-level equipment and supplies. b. Process equipment and supplies issued to fill shortages and replace unserviceable equipment. c. Render periodic equipment status reports. 4. S3 coordinates transportation requirements to CRC site. a. Determines transportation modes. b. Coordinates with mobilization site transportation personnel for movement. c. Briefs commander and personnel on departure schedule. 5. Personnel move to CRC site. a. Board transportation. b. Depart for CRC site.		

<b>TASK PERFORMANCE / EVALUATION SUMMARY BLOCK</b>							
<b>ITERATION</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>		<b>TOTAL</b>
TOTAL TASK STEPS EVALUATED							
TOTAL TASK STEPS "GO"							
TRAINING STATUS "GO"/"NO-GO"							

"\*" indicates a leader task step.

#### **SUPPORTING INDIVIDUAL TASKS**

<b>Task Number</b>	<b>Task Title</b>	<b>References</b>
03-5101.00-0015	Determine Field Service Support Requirements	STP 10-92Y24-SM-TG
04-8951.00-0892	Conduct an After-Action Review	STP 21-I-MQS
101-521-1151	Order Supplies and Equipment	STP 10-92Y1-SM
101-521-1154	Receive Supplies and Equipment	STP 10-92Y1-SM
805C-42A-1265	Maintain Emergency Notification Data	STP 12-42A12-SM
805C-42A-3473	Review Emergency Notification Data	STP 12-42A35-SM-TG
805C-42A-3488	Review Personnel Asset Inventory (PAI)	STP 12-42A35-SM-TG
805C-42A-4014	Supervise Reassignment Processing	STP 12-42A35-SM-TG
805C-PAD-2461	Maintain Accountability of Personnel (Status Report)	STP 21-24-SMCT
805C-PAD-4597	Integrate Newly Assigned Soldiers	STP 21-24-SMCT

**SUPPORTING COLLECTIVE TASKS: NONE**

**OPFOR TASKS AND STANDARDS: NONE**

**ELEMENTS:** REPLACEMENT BATTALION (CONUS)  
 COMMAND SECTION  
 DETACHMENT HEADQUARTERS  
 S1 SECTION  
 S2/3 SECTION  
 PER & ADM SPT BRANCH  
 MOVEMENTS BRANCH  
 S4 SECTION  
 REPLACEMENT COMPANY (CONUS)(12907L)  
 MINISTRY TEAM

**TASK:** Conduct Demobilization Operations (CRC) (63-2-8024.12-3217)  
 (FM 100-17) (FM 12-6)

**ITERATION:** 1 2 3 4 5 (Circle)  
**COMMANDER/LEADER ASSESSMENT:** T P U (Circle)

**CONDITIONS:** Unit has been ordered to demobilize. All assigned personnel are present at the demobilization station. All demobilization station support agency representatives are present and prepared to support the unit. This task should not be trained in MOPP4.

**TASK STANDARDS:** Unit conducted all required demobilization processing and arrived safely at home station.

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
<ul style="list-style-type: none"> <li>* 1. Commander directs unit to prepare for demobilization activities. (158-300-0030A, 805C-42A-4051)                             <ul style="list-style-type: none"> <li>a. Assembles unit.</li> <li>b. Briefs members on demobilization requirements and procedures.</li> <li>c. Coordinates with installation for turn-in of equipment, property, and facilities.</li> </ul> </li> <li>2. S3/S4 monitor turn-in of equipment, property, and facilities.                             <ul style="list-style-type: none"> <li>a. Develop plan with support activities for turn-in of equipment, property, and facilities.</li> <li>b. Brief personnel on schedule and responsibilities for turn-in of equipment, property, and facilities.</li> <li>c. Verify accountability of all returned equipment, property, and facilities.</li> </ul> </li> <li>3. Soldiers outprocess.                             <ul style="list-style-type: none"> <li>a. Turn-in equipment.</li> <li>b. Receive personnel, medical, and dental records.</li> <li>c. Complete outprocessing requirements of the installation.</li> </ul> </li> <li>* 4. Leaders coordinate outprocessing with demobilization station. (805C-42A-4051)                             <ul style="list-style-type: none"> <li>a. Establish outprocessing schedule in conjunction with demobilization station representatives.</li> <li>b. Provide time schedules to personnel.</li> <li>c. Initiate outprocessing activities.</li> <li>d. Inspect for compliance with published schedules.</li> <li>e. Coordinate transportation requirements.</li> <li>f. Verify proper completion of all demobilization outprocessing.</li> </ul> </li> <li>* 5. Leaders plan for movement to demobilization site. (158-300-0030A)                             <ul style="list-style-type: none"> <li>a. Request transportation support.</li> </ul> </li> </ul>		

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
b. Schedule load-up time. c. Brief soldiers on load-up and departure times. d. Brief the commander on movement plans.  * 6. Leaders prepare for movement. (071-328-5301) a. Provide commander's guidance to soldiers. b. Account for all personnel and equipment. c. Report status to commander. d. Report status to higher headquarters. e. Resolve movement problems.  7. Soldiers conduct movement. (158-300-0030A) a. Assemble at departure site. b. Board selected mode of transportation. c. Arrive at demobilization station.  * 8. Commander/S3 notifies demobilization site commander of arrival of unit. a. Verifies outprocessing schedule with installation. b. Briefs personnel on outprocessing schedule and requirements.  * 9. S3 and leaders supervise demobilization processing. a. Verify that all personnel are present for processing. b. Confirm that all processing requirements were met. c. Resolve problems.  *10. Leaders plan for movement to home station. a. Request transportation support. b. Schedule load-up time. c. Brief soldiers on load-up and departure times. d. Brief the commander on movement plans.  11. Soldiers depart for home station. a. Assemble at departure site. b. Board transportation. c. Depart for home station.		

TASK PERFORMANCE / EVALUATION SUMMARY BLOCK							
ITERATION	1	2	3	4	5		TOTAL
TOTAL TASK STEPS EVALUATED							
TOTAL TASK STEPS "GO"							
TRAINING STATUS "GO"/"NO-GO"							

"\*" indicates a leader task step.

**SUPPORTING INDIVIDUAL TASKS**

Task Number	Task Title	References
071-328-5301	Inspect Personnel/Equipment	STP 21-24-SMCT
158-300-0030A	Brief to Inform, Persuade, or Direct	STP 21-II-MQS
805C-42A-4051	Manage Demobilization Procedures	STP 12-42A35-SM-TG

**SUPPORTING COLLECTIVE TASKS: NONE**

**OPFOR TASKS AND STANDARDS: NONE**

**ELEMENTS:** REPLACEMENT BATTALION (CONUS)  
 COMMAND SECTION  
 DETACHMENT HEADQUARTERS  
 S1 SECTION  
 S2/3 SECTION  
 PER & ADM SPT BRANCH  
 MOVEMENTS BRANCH  
 S4 SECTION  
 REPLACEMENT COMPANY (CONUS)(12907L)

**TASK:** Employ OPSEC Measures (CRC) (12-1-3218)  
 (AR 530-1) (AR 380-19) (AR 380-5)  
 (FM 101-5) (FM 3-19.30) (FM 3-19-30)  
 (FM 34-60)

**ITERATION:** 1 2 3 4 5 (Circle)  
**COMMANDER/LEADER ASSESSMENT:** T P U (Circle)

**CONDITIONS:** The unit is in transit, conducting operations, or demobilizing. The unit tactical standing operating procedures (TSOP), operations security (OPSEC), classified document and automated information control plans are present. Hostile force sympathizers that possess a full range of sophisticated and unsophisticated information gathering capabilities are actively attempting to gather information on unit strengths, personnel, capabilities, dispositions, intentions, operations, plans, and other activities. This task should not be trained in MOPP4.

**TASK STANDARDS:** The unit denies the threat elements from gaining information about its strengths, personnel, capabilities, dispositions, intentions, operations, plans, and other activities.

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
<p>* 1. Commander and key leaders supervise implementation of OPSEC measures. (01-5700.02-0001, 03-3711.12-0001, 113-573-0002)</p> <ul style="list-style-type: none"> <li>a. Maintain a current assessment of threat capabilities and intentions.</li> <li>b. Inform unit personnel of the OPSEC threat and unit OPSEC plans and procedures.</li> <li>c. Appoint unit OPSEC officer/NCO.</li> <li>d. Incorporate OPSEC considerations into all unit operations orders (OPORD) and operations plans (OPLAN).</li> <li>e. Inspect implementation of unit OPSEC plans and provisions.</li> </ul> <p>* 2. Commander and key leaders use the five-step OPSEC process on a continuing basis. (03-3711.12-0002)</p> <ul style="list-style-type: none"> <li>a. Identify critical information.</li> <li>b. Analyze threats.</li> <li>c. Analyze vulnerabilities.</li> <li>d. Assess risks.</li> <li>e. Apply countermeasures.</li> </ul> <p>3. Leaders and soldiers implement classified and sensitive but unclassified (SBU) material protection procedures. (01-5700.01-0001, 03-3711.12-0001, 03-3711.12-0002, 04-5770.02-0002, 113-573-0002, 113-573-8006, 301-348-6001, 805C-42L-4051, 805C-PAD-3594)</p> <ul style="list-style-type: none"> <li>a. Apply appropriate classification.</li> <li>b. Maintain accountability for all materials.</li> <li>c. Reproduce material only when necessary.</li> <li>d. Grant access to material on a need-to-know basis.</li> </ul>		

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
e. Secure material in authorized containers/areas when not in use. f. Destroy all classified and sensitive materials when no longer needed. g. Rehearse emergency evacuation and emergency destruction plans.  4. Leaders and automation equipment operators implement automated information system security (AIS) provisions. (03-3711.12-0002, 301-336-1451) a. Appoint responsible AIS officer/NCO. b. Secure all automation equipment, data, and connectivity. c. Inform personnel of AIS policies, procedures, and requirements. d. Implement password control procedures. e. Use only authorized software. f. Implement data backup/continuity of operations provisions. g. Prevent unauthorized access to systems, data, and connectivity. h. Report hacker attacks and unauthorized attempts to gain access.		

TASK PERFORMANCE / EVALUATION SUMMARY BLOCK							
ITERATION	1	2	3	4	5		TOTAL
TOTAL TASK STEPS EVALUATED							
TOTAL TASK STEPS "GO"							
TRAINING STATUS "GO"/"NO-GO"							

"\*" indicates a leader task step.

**SUPPORTING INDIVIDUAL TASKS**

Task Number	Task Title	References
01-5700.01-0001	Communicate on a Tactical Radio	STP 21-I-MQS
01-5700.02-0001	Enforce Platoon and Company Communications Security Measures	STP 21-II-MQS
03-3711.12-0001	Implement Operations Security	STP 21-II-MQS
03-3711.12-0002	Protect Classified Information and Material	STP 21-II-MQS
04-5770.02-0002	Operate Communication Security Equipment Vinson	STP 21-II-MQS
113-573-0002	Conduct Operations Security (OPSEC) Procedures	STP 21-24-SMCT
113-573-8006	Use an Automated Signal Operation Instruction (SOI)	STP 21-24-SMCT
301-336-1451	Perform Information Security Procedures	STP 34-96B14-SM-TG
301-348-6001	Protect Classified Information and Material	STP 21-24-SMCT
805C-42L-4051	Establish a Classified Material Emergency Plan	STP 12-42L35-SM-TG
805C-PAD-3594	Store Classified Information and Materials	STP 21-24-SMCT

**SUPPORTING COLLECTIVE TASKS: NONE**

## **OPFOR TASKS AND STANDARDS**

**TASK:** Gather Intelligence (12-OPFOR-1008)

**CONDITION:** Small OPFOR, irregular, or terrorist elements are operational and planning attacks and other hostile actions against the enemy. Information is needed to facilitate planning and operational activities.

**STANDARD:** 1. Identify all PIR and other intelligence requirements. 2. Move undetected through enemy security points and within the enemy area to gather PIR and other intelligence information. 3. As required, establish and man an OP that offers cover and concealment and is close enough to gather information. 4. Gather all PIR and other intelligence requirements without being detected. 5. Withdraw from the area undetected. 6. Report all information to established chain of command.

**TASK:** Conduct Electronic Warfare (12-OPFOR-1012)

**CONDITION:** OPFOR and other hostile elements, to include terrorists, monitor enemy communications means to identify communications being used and their locations; to collect operational information; and when directed, disrupt or destroy enemy communications capabilities.

**STANDARD:** 1. Identify enemy conventional communications capabilities including radio, wire, and automation systems/internet sites and linkages. 2. Determine the location of primary equipment. 3. Monitor transmissions. 4. Collect and record information. 5. Jam, hack or employ other means to disrupt or destroy enemy communications on order and to the level of intensity directed. 6. Assess the effectiveness of disruption and destruction activities.

**ELEMENTS:** S2/3 SECTION  
 PER & ADM SPT BRANCH  
 MOVEMENTS BRANCH  
 S4 SECTION  
 REPLACEMENT COMPANY (CONUS)(12907L)  
 REPLACEMENT BATTALION (CONUS)  
 COMMAND SECTION  
 DETACHMENT HEADQUARTERS  
 S1 SECTION

**TASK:** React to Terrorist Operations (CRC) (12-1-1000)  
 (AR 525-13 (DR)) (FC 100-37-1) (FM 21-75)  
 (JP 3-07.2)

**ITERATION:** 1 2 3 4 5 (Circle)

**COMMANDER/LEADER ASSESSMENT:** T P U (Circle)

**CONDITIONS:** The unit is operational with all assigned and attached personnel and equipment and operating in a garrison environment. There is a continuing imprecise terrorist threat to disrupt operations that could take many different undetermined forms and intensities ranging from direct attacks and bombings to infiltrations, communications security (COMSEC) attacks, and information gathering actions. Rules of engagement, counter terrorist defense plans, and other documentation have been developed. Counter-terrorism activities are continuous and are performed simultaneously with all operational tasks. This task should not be trained in MOPP4.

**TASK STANDARDS:** The unit maintained continuing threat awareness and implemented security measures as directed by higher headquarters, local friendly forces, appropriate civilian agencies, and local conditions. When conducted, terrorist actions were detected and expeditious, appropriate responses were taken to preclude terrorist success and assure continued capability to perform assigned missions.

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
* 1. The commander maintains counter-terrorism readiness. (301-336-3250) a. Develops an accurate picture of the terrorist threats. b. Maintains ongoing communications links with higher headquarters, local agencies, and other elements concerning threat matters. c. Keeps all personnel informed of the current terrorist threat. d. Incorporates counter-terrorism policies and procedures in standing operating procedures and other documents. e. Implements appropriate counter-terrorist measures and actions. f. Trains personnel on counter-terrorist actions. g. Rehearses counter-terrorist procedures and other security actions. h. Conducts periodic counter-terrorism inspections.  2. The unit counters terrorist actions. (081-831-1000, 805C-PAD-2060) a. Detects the terrorist action. b. Assesses the situation. c. Alerts personnel of the action/attack. d. Provides prompt initial spot report on the terrorist action to higher headquarters and local agencies. e. Ensures appropriate friendly force reaction. f. Directs actions to counter changes in the situation. g. Maintains internal and external communication linkages. h. Treats casualties.		

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
<p>3. The unit consolidates following terrorist actions. (081-831-1000, 081-831-1040, 081-831-1041, 081-831-1054, 805C-PAD-2060)</p> <ul style="list-style-type: none"> <li>a. Reestablishes security and communications.</li> <li>b. Treats casualties.</li> <li>c. Transports casualties.</li> <li>d. Reports casualties.</li> <li>e. Renders reports to higher headquarters and local agencies.</li> <li>f. Secures the incident scene to preserve evidence.</li> <li>g. Accounts for all personnel and equipment.</li> <li>h. Reestablishes the chain of command.</li> </ul> <p>* 4. The commander conducts post terrorist action activities.</p> <ul style="list-style-type: none"> <li>a. Provides reports to higher headquarters and local agencies.</li> <li>b. Completes an after action review.</li> <li>c. Revises counter-terrorism plans and procedures.</li> <li>d. Implements new counter-terrorism measures.</li> <li>e. Assures completion of consolidation phase actions.</li> <li>f. Informs personnel of unit status.</li> </ul>		

TASK PERFORMANCE / EVALUATION SUMMARY BLOCK							
ITERATION	1	2	3	4	5		TOTAL
TOTAL TASK STEPS EVALUATED							
TOTAL TASK STEPS "GO"							
TRAINING STATUS "GO"/"NO-GO"							

"\*" indicates a leader task step.

**SUPPORTING INDIVIDUAL TASKS**

Task Number	Task Title	References
081-831-1000	Evaluate a Casualty	STP 21-1-SMCT
081-831-1040	Transport a Casualty Using a One-Man Carry	STP 21-1-SMCT
081-831-1041	Transport a Casualty Using a Two-Man Carry or an Improvised Litter	STP 21-1-SMCT
081-831-1054	Transport Casualties	STP 21-1-SMCT
301-336-3250	Prioritize Threat Probable Courses of Action	STP 34-96B14-SM-TG
805C-PAD-2060	Report Casualties	STP 21-24-SMCT

**SUPPORTING COLLECTIVE TASKS: NONE**

**OPFOR TASKS AND STANDARDS**

**TASK:** Conduct Terrorist and Saboteur Operations (12-OPFOR-1013)

**CONDITION:** Terrorist elements have been assigned to prepare for and conduct operations against an enemy force or operational area. Information gathering activities as well as terrorist infrastructure development continue on an ongoing basis. The element conducts other actions on order.

**STANDARD:** 1. Terrorist element initiates a comprehensive information-gathering program. 2. Infiltrate the enemy area and organization. 3. Identify enemy vulnerabilities. 4. Photograph enemy sites and activities. 5. Develop support area and enlist collaborators and sympathizers from the local population. 6. Build resentment against the enemy force. 7. Seek anti-enemy press coverage. 8. Conduct other tactical operations, including direct attacks and bombings, on order and as directed.

**TASK:** Gather Intelligence (12-OPFOR-1008)

**CONDITION:** Small OPFOR, irregular, or terrorist elements are operational and planning attacks and other hostile actions against the enemy. Information is needed to facilitate planning and operational activities.

**STANDARD:** 1. Identify all PIR and other intelligence requirements. 2. Move undetected through enemy security points and within the enemy area to gather PIR and other intelligence information. 3. As required, establish and man an OP that offers cover and concealment and is close enough to gather information. 4. Gather all PIR and other intelligence requirements without being detected. 5. Withdraw from the area undetected. 6. Report all information to established chain of command.

**ELEMENTS:** REPLACEMENT BATTALION (CONUS)  
 COMMAND SECTION  
 DETACHMENT HEADQUARTERS  
 S1 SECTION  
 S2/3 SECTION  
 PER & ADM SPT BRANCH  
 MOVEMENTS BRANCH  
 S4 SECTION  
 REPLACEMENT COMPANY (CONUS)(12907L)

**TASK:** Establish CONUS Replacement Center (CRC) Operations (12-1-3204)  
 (DA PAM 600-81) (AR 190-51) (AR 40-3)  
 (AR 735-5) (FM 12-6)

**ITERATION:** 1 2 3 4 5 (Circle)

**COMMANDER/LEADER ASSESSMENT:** T P U (Circle)

**CONDITIONS:** The unit has arrived at its pre-designated installation. It has been ordered to establish a replacement processing facility and begin processing non-unit related personnel (NRP) by a specified time. Terrorists and terrorist sympathizers are operating in the area. This task should not be trained in MOPP4.

**TASK STANDARDS:** The unit was prepared to process NRP by the time specified in the governing directives and messages.

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
1. Battalion advance party establishes liaison with the installation. a. Contacts Directorate of Plans, Training and Mobilization (DPTM) upon arrival. b. Contacts Director of Personnel and Community Activities (DPCA) upon arrival. c. Obtains installation commander's guidance.  2. Advance party assumes responsibility for installation property. (101-521-2152, 101-521-2153, 101-522-5515) a. Inventories property and facilities. b. Inspects property and facilities. c. Signs for property and facilities. d. Secures property and facilities.  3. Advance party notifies the Provost Marshal Office (PMO) of the CONUS replacement center (CRC) battalion operational status. a. Establishes security requirements with the PMO. b. Obtains the privately owned vehicle (POV) storage location.  4. Advance party monitors the arrival of the battalion at the installation. (101-522-5355, 158-300-0030A) a. Notifies the headquarters commandant of the main party arrival. b. Ensures that the main body inprocesses with installation. c. Assigns billeting to cadre. d. Briefs commanders and staff on the operational status.  5. Staff obtains installation support. (01-0300.00-0001, 01-9002.02-0010, 101-522-5355, 158-300-0030A)		

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
<p>a. Develops a memorandum of understanding/memorandum of agreement (MOU/MOA) with the installation DPCA for band, human resources, administrative, and morale, welfare and recreation support.</p> <p>b. Negotiates an MOU/MOA for supplemental transportation, maintenance, and other logistically related support.</p> <p>c. Establishes billeting, administration, and dining facility operations, in coordination with the Directorate of Engineering and Housing (DEH).</p> <p>d. Establishes transportation support and organizational clothing and individual equipment issue points, and contract food service and field feeding operations in coordination with the Directorate of Logistics (DOL).</p> <p>e. Obtains engineer, medical, communications, security, aviation, laundry, Central Issue Facility, and supplemental ground support.</p> <p>f. Schedules POV disposition, absent without leave apprehension, area security, and crime prevention procedures with the PMO.</p> <p>g. Schedules the human immunodeficiency virus (HIV) test facility, physical examination, panorex teams, and optical fabrication with the medical command.</p> <p>h. Arranges finance and accounting support in coordination with the Directorate of Resource Management (DRM).</p> <p>i. Arranges for religious support needs through coordination with the Chaplain.</p> <p>j. Arranges legal assistance through coordination with the Staff Judge Advocate (SJA).</p> <p>k. Arranges for compliant investigative and follow-up services with the Inspector General (IG).</p> <p>l. Coordinates with Army and Air Force Exchange Service (AAFES) regarding hours of operation, location of post exchange annexes (fixed or mobile), barber shops, clothing sales, alternations, etc.</p> <p>m. Coordinate with the PMO for the military police on the installation gates to provide strip maps and verbal directions for non-unit related personnel ( NRP) who arrive by POV and to collect and tag keys and park POVs.</p> <p>n. Arranges for shipment/disposal of inappropriate personal items.</p> <p>o. Arranges automation support.</p> <p>p. Incorporates the unit's security plan into the installation security plan.</p> <p>q. Briefs the commander on the MOU/MOA negotiated with the above elements.</p> <p>r. Exchanges point of contact information with supported units.</p> <p>s. Determines attendance requirements at installation staff meetings.</p> <p>6. S2/3 section establishes communications with personnel command (PERSCOM).</p> <p>a. Establishes NRP personnel increment number tracking between the CRC, PERSCOM, and personnel assistance point to move NRP aerial port of embarkation (APOE).</p> <p>b. Establishes a communications network.</p> <p>c. Enters the communications network.</p> <p>* 7. The S2/3 confirms the CRC battalion operational readiness.</p> <p>a. Notifies installation staffs.</p> <p>b. Contacts the POC at PERSCOM when operational.</p> <p>c. Notifies the personnel assistance point at the APOE.</p>		

TASK PERFORMANCE / EVALUATION SUMMARY BLOCK							
ITERATION	1	2	3	4	5		TOTAL
TOTAL TASK STEPS EVALUATED							
TOTAL TASK STEPS "GO"							
TRAINING STATUS "GO"/"NO-GO"							

"\*" indicates a leader task step.

**SUPPORTING INDIVIDUAL TASKS**

<b>Task Number</b>	<b>Task Title</b>	<b>References</b>
01-0300.00-0001	Conduct Briefings	STP 21-II-MQS
01-9002.02-0010	Apply the Communication Process in Dealing with Superiors and Subordinates	STP 21-II-MQS
101-521-2152	Post Transactions to the Manual Property Book	STP 10-92Y24-SM-TG
101-521-2153	Conduct and/or Assist in Inventorying Supplies and Equipment	STP 10-92Y24-SM-TG
101-522-5355	Coordinate Requirements for Laundry, Bath, Clothing Exchange, and Renovation Support	STP 10-92A35-SM-TG
101-522-5515	Inspect Property Records	STP 10-92A35-SM-TG
158-300-0030A	Brief to Inform, Persuade, or Direct	STP 21-II-MQS

**SUPPORTING COLLECTIVE TASKS: NONE**

**OPFOR TASKS AND STANDARDS: NONE**

**ELEMENTS:** REPLACEMENT BATTALION (CONUS)  
 COMMAND SECTION  
 DETACHMENT HEADQUARTERS  
 S1 SECTION  
 S2/3 SECTION  
 PER & ADM SPT BRANCH  
 MOVEMENTS BRANCH  
 S4 SECTION  
 REPLACEMENT COMPANY (CONUS)(12907L)

**TASK:** Process NRP Replacements (CRC) (12-1-3210)  
 (DA PAM 600-81) (FM 12-6)

**ITERATION:** 1 2 3 4 5 (Circle)  
**COMMANDER/LEADER ASSESSMENT:** T P U (Circle)

**CONDITIONS:** The CONUS replacement center (CRC) is operational. Non-unit related personnel (NRP) scheduled for deployment to a supported theater are arriving at the CRC. Terrorist sympathizers are operating in the area. This task should not be trained in MOPP4.

**TASK STANDARDS:** NRPs were processed and prepared for deployment within 96 hours of arrival in the unit.

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
1. S2/3 personnel conduct initial processing. (03-0170.00-3003, 101-521-1156, 158-300-0030A) <ul style="list-style-type: none"> <li>a. Review orders.</li> <li>b. Conduct the CRC briefing.</li> <li>c. Direct personnel to amnesty boxes.</li> <li>d. Start storage procedures for privately owned vehicles.</li> <li>e. Make reserve component (RC) unit assignments.</li> <li>f. Set up the internal tracking system.</li> </ul> 2. Unit cadre process replacements. (805C-42F-1211) <ul style="list-style-type: none"> <li>a. Verify individual arrival.</li> <li>b. Issue bedding and billeting assignment.</li> <li>c. Execute unit NRP processing plan for administrative actions, training, and equipment issue and accountability.</li> <li>d. Conduct initial orientation for theater of deployment.</li> <li>e. Maintain accountability of all replacements.</li> <li>f. Inform the S2/3 of all personnel who are non-deployable.</li> </ul> 3. S2/3 personnel validate the soldier readiness processing (SRP) qualification. <ul style="list-style-type: none"> <li>a. Check completed forms.</li> <li>b. Verify SRP forms.</li> <li>c. Coordinate with MEDDAC/DENTAC for soldiers who need more tests.</li> <li>d. Coordinate the disposition of non-deployable NRP with the installation.</li> </ul> 4. S2/3 personnel request transportation for movement to theater. <ul style="list-style-type: none"> <li>a. Prepare the roster by military occupational specialty/special skill identifier (MOS/SSI).</li> <li>b. Provide roster to transportation office.</li> <li>c. Notify personnel assistance point for pending movement.</li> </ul> 5. S2/3 personnel receive manifest from installation transportation officer.		

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
a. Check to ensure accuracy. b. Verify deployability of all NRP listed.  6. CRC personnel complete final outprocessing. a. Outprocess all personnel. b. Load NRP on transport by personnel increment number (PIN) grouping. c. Assign a commander for each PIN. d. Provide PIN commander a copy of PIN manifest and brief on responsibilities.  7. S2/3 personnel close out record. a. Reconcile the manifest provided by the personnel assistance point. b. Account for all non-deployable soldiers. c. Reassign all non-deployable soldiers to a holding company.		

TASK PERFORMANCE / EVALUATION SUMMARY BLOCK							
ITERATION	1	2	3	4	5		TOTAL
TOTAL TASK STEPS EVALUATED							
TOTAL TASK STEPS "GO"							
TRAINING STATUS "GO"/"NO-GO"							

"\*" indicates a leader task step.

**SUPPORTING INDIVIDUAL TASKS**

Task Number	Task Title	References
03-0170.00-3003	Review Military Orders and Request for Military Orders (DA Form 2446)	STP 12-42B-OFS
101-521-1156	Store Selected Supplies and Equipment in Unit Storage Areas	STP 12-42II-MQS STP 10-92Y1-SM
158-300-0030A	Brief to Inform, Persuade, or Direct	STP 21-II-MQS

**SUPPORTING COLLECTIVE TASKS: NONE**

**OPFOR TASKS AND STANDARDS: NONE**

**ELEMENTS:** COMMAND SECTION  
 DETACHMENT HEADQUARTERS  
 S1 SECTION  
 S2/3 SECTION  
 PER & ADM SPT BRANCH  
 MOVEMENTS BRANCH  
 S4 SECTION  
 REPLACEMENT COMPANY (CONUS)(12907L)  
 REPLACEMENT BATTALION (CONUS)

**TASK:** Integrate Returning Non-Unit Related Personnel (NRP) (12-1-3215)  
 (FM 12-6)

**ITERATION:** 1 2 3 4 5 (Circle)  
**COMMANDER/LEADER ASSESSMENT:** T P U (Circle)

**CONDITIONS:** Non-unit related personnel (NRP) are returning from the operational theater. The CONUS Replacement Center (CRC) is at full operating strength. Coordination has been effected with installation support activities to provide transportation, quality of life support, integration processing, and proper recognition of returning NRP. This task should not be trained in MOPP4.

**TASK STANDARDS:** All integration processing requirements were identified and confirmed with installation support activities. NRP completed all administrative, personnel, and logistical integration processing within 3 duty-days of return. NRP were recognized at a welcome/departure ceremony.

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
* 1. Commander directs staff and replacement companies to prepare to receive and process returning non-unit related personnel (NRP). (03-9007.01-0020) <ul style="list-style-type: none"> <li>a. Provides planning guidance to staff.</li> <li>b. Notifies installation commander of initiation of additional mission.</li> </ul> 2. Staff determines NRP integration processing requirements. (805C-42A-0400, 805C-42A-4051) <ul style="list-style-type: none"> <li>a. S-1 determines administrative and personnel processing requirements.</li> <li>b. S-2/3 determines transportation and scheduling requirements.</li> <li>c. S-4 determines facilities and other logistical requirements.</li> </ul> 3. S2/3 briefs the battalion and company commanders and their key leaders on the integration processing requirements and procedures. (03-9007.01-0020) <ul style="list-style-type: none"> <li>a. Consolidates processing and support requirements from staff.</li> <li>b. Develops processing and company fill plan.</li> <li>c. Develops a proposed processing schedule straw man.</li> </ul> 4. S2/3 notifies installation support activities of additional mission. (03-9007.01-0020, 805C-42A-0400, 805C-42A-4051) <ul style="list-style-type: none"> <li>a. Identifies additional support requirements for integration processing.                             <ul style="list-style-type: none"> <li>(1) Medical screening</li> <li>(2) Dental screening</li> <li>(3) Finance processing</li> <li>(4) Legal requirements</li> <li>(5) Chaplain orientations</li> <li>(6) Clothing turn in and issue</li> <li>(7) Personnel processing for records review/update, entitlements briefings, orders for release from active duty (RFAD) or reassignment</li> <li>(8) Transportation section for individual movement authorizations</li> </ul> </li> </ul>		

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
<p>b. Coordinates processing schedules with installation support activities.</p> <p>5. S2/3 monitors arrivals and establishes initial control of NRP. (03-9007.01-0020)</p> <ul style="list-style-type: none"> <li>a. Reviews situation reports to identify types of personnel inbound.</li> <li>b. Determines arrival dates.</li> <li>c. Coordinates customs entry procedures.</li> <li>d. Establishes control and accountability.</li> <li>e. Coordinates welcoming ceremony with installation Public Affairs Office (PAO).</li> </ul> <p>6. The Personnel and Administrative Support Branch briefs returning NRP. (03-9007.01-0020, 101-521-1154, 805C-42A-0400, 805C-42A-3444, 805C-42A-4051)</p> <ul style="list-style-type: none"> <li>a. Provide orientation of processing requirements at CRC.</li> <li>b. Provides briefing on personal conduct and prohibited items.</li> <li>c. Provides amnesty boxes for ammunitions and prohibited items.</li> <li>d. Collects restricted items for turn in or safekeeping until NRP departure.</li> <li>e. Provides S-1 personnel data to update personnel accounting systems.</li> <li>f. Request assignment instructions for active component soldiers from PERSCOM.</li> </ul> <p>7. S4 collects items turn in. (101-521-1154, 101-521-1201, 101-521-2252)</p> <ul style="list-style-type: none"> <li>a. Accounts for and arranges for turn in of items to be retained in supply system.</li> <li>b. Destroys items not authorized for retention.</li> <li>c. Safeguards restricted items authorized for return to NRP on departure.</li> </ul> <p>8. S2/3 develops processing schedule. (805C-42A-4051)</p> <ul style="list-style-type: none"> <li>a. Makes company assignments.</li> <li>b. Develops processing schedule.</li> </ul> <p>9. Replacement companies provide quality of life support. (03-9007.01-0020, 101-521-1154, 101-521-1201, 805C-42A-4051)</p> <ul style="list-style-type: none"> <li>a. Receive and account for NRP.</li> <li>b. Receive and provide NRP receipts for weapons turn in.</li> <li>c. Assign billets and issue supplies.</li> <li>d. Provide company orientation on schedules, facilities, and administrative procedures.</li> <li>e. Coordinate with S-4 for disposition of weapons turned in by NRP.</li> </ul> <p>10. Replacement companies execute processing schedule. (03-9007.01-0020, 04-3304.01-0002, 071-328-5301, 805C-42A-3444)</p> <ul style="list-style-type: none"> <li>a. Account for NRP.</li> <li>b. Verify processing schedule</li> <li>c. Conduct initial administrative preparation for processing.</li> <li>d. Escort NRP to all scheduled processing stations.</li> <li>e. Insure all processing requirements for each station by personnel category are met.</li> <li>f. Inspect wear and appearance of uniform and accessories issued to NRP.</li> <li>g. Notify S2/3 of completion and any individual problems encountered.</li> </ul> <p>11. S2/3 verifies NRP have completed all required processing.. (03-9007.01-0020, 805C-42A-0019, 805C-42A-0400, 805C-42A-3444, 805C-42A-4029, 805C-42A-4051)</p> <ul style="list-style-type: none"> <li>a. Reviews individual NRP processing checklist for accuracy and completeness.</li> </ul>		

<b>TASK STEPS AND PERFORMANCE MEASURES</b>	<b>GO</b>	<b>NO-GO</b>
b. Verifies proper disposition of each individual NRP. 12. S2/3 coordinates final departure arrangements for NRP. a. Coordinates return to home station for reserve component soldiers released from active duty. b. Coordinates assignment of active component soldiers to duty stations as directed by PERSCOM. c. Coordinates return of civilian personnel to their home station. 13. Replacement companies ensure NRP are prepared to depart installation as scheduled. (04-3304.01-0002, 071-328-5301) a. Conduct inspections of uniform. b. Return restricted items. c. Assist in coordinating transportation to departure point.		

<b>TASK PERFORMANCE / EVALUATION SUMMARY BLOCK</b>							
<b>ITERATION</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>		<b>TOTAL</b>
TOTAL TASK STEPS EVALUATED							
TOTAL TASK STEPS "GO"							
TRAINING STATUS "GO"/"NO-GO"							

"\*" indicates a leader task step.

#### **SUPPORTING INDIVIDUAL TASKS**

<b>Task Number</b>	<b>Task Title</b>	<b>References</b>
03-9007.01-0020	Give Briefings	STP 21-I-MQS
04-3304.01-0002	Conduct Inspection	STP 21-I-MQS
071-328-5301	Inspect Personnel/Equipment	STP 21-24-SMCT
101-521-1154	Receive Supplies and Equipment	STP 10-92Y1-SM
101-521-1201	Control Weapons and Ammunition in the Arms Room	STP 10-92Y1-SM
101-521-2252	Prepare Equipment Transfer, Loss, or Gain Report	STP 10-92Y24-SM-TG
805C-42A-0019	Conduct a Line of Duty (LOD) Investigation	STP 12-42B-OFS
805C-42A-0400	Manage Separations, Discharges and Eliminations	STP 12-42B-OFS
805C-42A-3444	Review Separation Documents	STP 12-42A35-SM-TG
805C-42A-4029	Process MOS Medical Retention Board	STP 12-42A35-SM-TG
805C-42A-4051	Manage Demobilization Procedures	STP 12-42A35-SM-TG STP 12-42B-OFS

**SUPPORTING COLLECTIVE TASKS: NONE**

**OPFOR TASKS AND STANDARDS: NONE**

**ELEMENTS:** REPLACEMENT BATTALION (CONUS)  
 COMMAND SECTION  
 DETACHMENT HEADQUARTERS  
 PER & ADM SPT BRANCH  
 MOVEMENTS BRANCH  
 REPLACEMENT COMPANY (CONUS)(12907L)

**TASK:** Arrange Transportation (CRC) (12-1-3209)  
 (DA PAM 600-81) (DOD REG 4500.9-R) (FM 12-6)  
 (FM 55-1) (FM 55-10)

**ITERATION:** 1 2 3 4 5 (Circle)

**COMMANDER/LEADER ASSESSMENT:** T P U (Circle)

**CONDITIONS:** The CONUS replacement center has been established and is operational. Non-unit related personnel (NRP) have been arriving and are programmed to continue to arrive for deployment processing and onward movement. Returning NRP are expected for reintegration processing. Installation support activities are at dispersed locations within the installation. This task should not be trained in MOPP4.

**TASK STANDARDS:** Transportation for non-unit related personnel (NRP) to and between installation support activities was provided in accordance with the processing schedule. NRPs arrived at ports of embarkation within the timeframes established by movement orders.

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
* 1. Movement officer plans transportation support. (551-722-4400, 551-722-4404, 551-722-4411) a. Projects long-term/short-term requirements. b. Schedules transportation support with the appropriate agency. c. Plans transportation security. d. Briefs the S2/3 on the transportation provided. e. Advises the S2/3 on transportation problems. f. Plans for transportation contingencies.  2. S2/3 personnel conduct transportation operations. (551-722-4400, 551-722-4404, 551-722-4411) a. Determine detailed transportation requirements. b. Implement movement security. c. Request personnel transportation support for NRP replacements. d. Establish transportation pick-up points and times. e. Coordinate pick-up points and times with subordinate companies. f. Establish and maintain liaison with personnel movement sections at port of embarkation. g. Brief the operations officer on transportation services. h. Monitor troop movement activities.		

TASK PERFORMANCE / EVALUATION SUMMARY BLOCK							
ITERATION	1	2	3	4	5		TOTAL
TOTAL TASK STEPS EVALUATED							
TOTAL TASK STEPS "GO"							
TRAINING STATUS "GO"/"NO-GO"							

"\*" indicates a leader task step.

#### SUPPORTING INDIVIDUAL TASKS

Task Number	Task Title	References
551-722-4400	Collect Movement Requirement Information	STP 55-88N24-SM-TG
551-722-4404	Coordinate Movements with Local Motor Transport Units	STP 55-88N24-SM-TG
551-722-4411	Coordinate Passenger Movement with MAC/MSC	STP 55-88N24-SM-TG

**SUPPORTING COLLECTIVE TASKS: NONE**

**OPFOR TASKS AND STANDARDS: NONE**

**ELEMENTS:** REPLACEMENT BATTALION (CONUS)  
 COMMAND SECTION  
 DETACHMENT HEADQUARTERS  
 S1 SECTION  
 PER & ADM SPT BRANCH  
 MOVEMENTS BRANCH  
 REPLACEMENT COMPANY (CONUS)(12907L)

**TASK:** Process Automated Replacement Data (CRC) (12-1-3421)  
 (DA PAM 600-81) (AR 600-8-101) (AR 600-8-111)  
 (FM 12-6)

**ITERATION:** 1 2 3 4 5 (Circle)

**COMMANDER/LEADER ASSESSMENT:** T P U (Circle)

**CONDITIONS:** The CONUS Replacement Center (CRC) is established and fully operational. Non-unit related personnel (NRP) are arriving for deployment processing to an operational theater. NRP are also being returned from the theater for reintegration processing. Communications between higher headquarters, supporting, supported, and subordinate units have been established and are operational. Unit, higher headquarters, supported, supporting, and subordinate unit tactical standing operating procedures (TSOP) are present. Terrorist and their sympathizers are operating in the area. This task should not be trained in MOPP4.

**TASK STANDARDS:** Accountability was accurately maintained for all replacements from the time they were received at the CRC until they arrived at the designated theater of operation, new duty station, or were released from active duty. Data was expeditiously and accurately processed IAW governing directives and in a manner which did not impede replacement operations.

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
1. Personnel and Administrative Support Branch accounts for NRP. (03-0170.01-1005, 805C-42A-3474, 805C-42A-3495, 805C-42A-4032, 805C-42A-4043, 805C-42A-4044) a. Obtains manifest floppy diskette from senior returning NRP. b. Develop manifest for arriving NRP. c. Integrates the manifest into the local data base. d. Produces hard copy manifest. e. Accounts for personnel against the manifest. f. Reports discrepancies to higher headquarters.  2. Personnel and Administrative Support Branch processes automated data. (805C-42A-4032, 805C-42F-1270) a. Downloads transfer data record onto local database (transient unit identification code (UIC). b. Inputs arrival transactions. c. Generates assignment orders. d. Inputs departure transactions. e. Creates manifests for transportation of NRP. f. Produces copies (floppy and hard copy) of the transaction file.  * 3. Personnel and Administrative Support Branch disseminates replacement data. (03-0160.00-4007) a. Reviews arrival and departure transactions. b. Forwards transaction file to installation AG and higher headquarters. c. Provides replacement data to operations officer for preparation of replacement status report.		

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
4. Movement Branch verifies NRP data. (805C-42A-4032) a. Verifies manifest. b. Provides floppy or hard copy of manifest to the senior deploying NRP for each movement increment.		
5. Personnel and Administrative Support Branch section reconciles NRP data base. (03-0160.00-4007, 805C-42A-4043) a. Reconciles roster. b. Corrects errors. c. Resubmits data not received by installation AG.		

TASK PERFORMANCE / EVALUATION SUMMARY BLOCK							
ITERATION	1	2	3	4	5		TOTAL
TOTAL TASK STEPS EVALUATED							
TOTAL TASK STEPS "GO"							
TRAINING STATUS "GO"/"NO-GO"							

"\*" indicates a leader task step.

#### SUPPORTING INDIVIDUAL TASKS

Task Number	Task Title	References
03-0160.00-4007	Analyze SIDPERS Input and Output	STP 12-42B-OFS
03-0170.01-1005	Perform Wartime Strength Accounting at Unit Level	STP 21-II-MQS
805C-42A-3474	Review Casualty Reports	STP 12-42A35-SM-TG
805C-42A-3495	Review Wartime Strength Accounting/Reporting	STP 12-42A35-SM-TG
805C-42A-4032	Monitor Manifesting Procedures	STP 12-42A35-SM-TG
805C-42A-4043	Conduct Replacement Operations	STP 12-42B-OFS
805C-42A-4044	Manage Wartime Strength Reporting/Accounting System	STP 12-42B-OFS
805C-42F-1270	Process Transaction Queues	STP 12-42F12-SM

**SUPPORTING COLLECTIVE TASKS: NONE**

**OPFOR TASKS AND STANDARDS: NONE**

**ELEMENTS:** REPLACEMENT BATTALION (CONUS)  
 COMMAND SECTION  
 DETACHMENT HEADQUARTERS  
 S1 SECTION  
 S2/3 SECTION  
 REPLACEMENT COMPANY (CONUS)(12907L)

**TASK:** Maintain Unit Strength (CRC) (12-1-3216)  
 (AR 600-8-6) (AR 600-8-1) (FM 101-5)  
 (FM 12-6)

**ITERATION:** 1 2 3 4 5 (Circle)  
**COMMANDER/LEADER ASSESSMENT:** T P U (Circle)

**CONDITIONS:** The unit is operating in a garrison environment with all assigned and attached personnel and equipment. Personnel losses have occurred and replacements are being provided. During replacement processing and reporting, the unit may encounter terrorist operations and hostile attempts to gain information about friendly forces. This task should not be trained in MOPP4.

**TASK STANDARDS:** Unit strength, within plus or minus five percent, was known by the commander and reported to higher headquarters. Replacements were processed within two hours of their arrival.

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
<ul style="list-style-type: none"> <li>* 1. Leaders collect strength information from sections. (805C-PAD-2461)                             <ul style="list-style-type: none"> <li>a. Log personnel status and other personnel information.</li> <li>b. Verify strength data.</li> <li>c. Correct erroneous or incomplete data.</li> </ul> </li> <li>2. Administrative personnel process information. (805C-42A-1206)                             <ul style="list-style-type: none"> <li>a. Consolidate personnel information.</li> <li>b. Determine critical shortages and cross-leveling requirements.</li> <li>c. Assign control numbers to DA Forms 1155 (Witness Statement), and 1156 (Casualty Feeder Report).</li> <li>d. Prepare strength reports.</li> </ul> </li> <li>* 3. Leaders process replacements. (071-328-5301, 805C-42A-1206, 805C-42A-4014, 805C-42A-4043)                             <ul style="list-style-type: none"> <li>a. Conduct welcome/orientation briefing.</li> <li>b. Inspect for critical clothing and equipment shortages.</li> <li>c. Coordinate for issue of needed items.</li> <li>d. Perform administrative processing.</li> <li>e. Orient replacements on duties and responsibilities.</li> </ul> </li> <li>* 4. Leaders disseminate strength information. (071-328-5301)                             <ul style="list-style-type: none"> <li>a. Brief commander on strength and replacement status.</li> <li>b. Forward Personnel Summary Report (PSR), Personnel Requirements Report (PRR), DA Forms 1155 and 1156 to supporting headquarters.</li> <li>c. Forward strength reports to higher headquarters.</li> <li>d. Inform subordinate sections of projected replacements.</li> </ul> </li> <li>* 5. Commander performs strength management functions.                             <ul style="list-style-type: none"> <li>a. Performs cross-leveling.</li> <li>b. Verifies mission-critical personnel requirements.</li> <li>c. Approves strength management reports.</li> <li>d. Spot-checks strength information processing.</li> <li>e. Briefs superiors on unit strength and replacement status.</li> </ul> </li> </ul>		

<b>TASK PERFORMANCE / EVALUATION SUMMARY BLOCK</b>							
<b>ITERATION</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>		<b>TOTAL</b>
TOTAL TASK STEPS EVALUATED							
TOTAL TASK STEPS "GO"							
TRAINING STATUS "GO"/"NO-GO"							

"\*" indicates a leader task step.

#### **SUPPORTING INDIVIDUAL TASKS**

<b>Task Number</b>	<b>Task Title</b>	<b>References</b>
071-328-5301	Inspect Personnel/Equipment	STP 21-24-SMCT
805C-42A-1206	Recommend Assignment of Soldier, Using Wartime Strength Reports	STP 12-42A12-SM
805C-42A-4014	Supervise Reassignment Processing	STP 12-42F12-SM
805C-42A-4043	Conduct Replacement Operations	STP 12-42B-OFS
805C-PAD-2461	Maintain Accountability of Personnel (Status Report)	STP 21-24-SMCT

**SUPPORTING COLLECTIVE TASKS: NONE**

**OPFOR TASKS AND STANDARDS: NONE**

**ELEMENTS:** REPLACEMENT BATTALION (CONUS)  
 COMMAND SECTION  
 DETACHMENT HEADQUARTERS  
 S1 SECTION  
 REPLACEMENT COMPANY (CONUS)(12907L)

**TASK:** Provide Personnel and Administrative Support (CRC) (12-1-3203)  
 (AR 600-8) (AR 25-50) (AR 380-5)  
 (AR 600-8-104) (AR 600-8-111)

**ITERATION:** 1 2 3 4 5 (Circle)  
**COMMANDER/LEADER ASSESSMENT:** T P U (Circle)

**CONDITIONS:** The battalion has established the CONUS Replacement Center (CRC) site at its designated installation. Installation administrative, personnel, and logistical support have been coordinated. The battalion is conducting normal unit operations. This task should not be trained in MOPP4.

**TASK STANDARDS:** Installation inprocessing requirements, administrative, and personnel services were provided to unit personnel in accordance with established priorities within prescribed time frames.

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
<ol style="list-style-type: none"> <li>1. Headquarters element processes newly assigned soldiers. (805C-42A-4021)                             <ol style="list-style-type: none"> <li>a. Establishes site security.</li> <li>b. Conducts the unit welcome/orientation briefing.</li> <li>c. Obtains a copy of soldiers' orders.</li> <li>d. Reviews soldiers' orders.</li> <li>e. Processes soldiers into unit using personnel register.</li> <li>f. Collects medical and dental records.</li> <li>g. Forwards medical and dental records to the servicing medical units.</li> <li>h. Inspects soldier's clothing and equipment for shortages.</li> <li>i. Coordinates issue of needed items.</li> <li>j. Completes change of address and directory card and forwards to servicing postal activity.</li> </ol> </li> <li>2. S1 personnel processes official correspondence, messages, and distribution. (805C-42L-1002, 805C-42L-1032, 805C-42L-3002)                             <ol style="list-style-type: none"> <li>a. Maintains accountability of all documents.</li> <li>b. Prepares and reviews official correspondence for correct format.</li> </ol> </li> <li>3. S1 personnel controls publications and blank form requests.                             <ol style="list-style-type: none"> <li>a. Maintains publications reference library.</li> <li>b. Maintains supply of essential blank forms.</li> <li>c. Processes requisitions for blank forms.</li> <li>d. Distributes incoming publications and blank forms to the requester.</li> </ol> </li> <li>4. S1 personnel processes and controls incoming and outgoing mail. (805C-42L-1032, 805C-42L-1034, 805C-42L-1036)                             <ol style="list-style-type: none"> <li>a. Inventories, receipts, and logs incoming/outgoing accountable mail.</li> <li>b. Establishes the time and location of personal mail pickup/delivery.</li> <li>c. Safeguards mail until pickup/delivery.</li> </ol> </li> <li>5. S1 personnel collects administrative requests from companies and higher headquarters. (805C-42L-1002, 805C-42L-1032, 805C-42L-3002)                             <ol style="list-style-type: none"> <li>a. Logs the receipt of all actions.</li> </ol> </li> </ol>		

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
b. Corrects incorrect and incomplete data.  * 6. PSNCO processes personnel information. (805C-42A-1265, 805C-42A-3473, 805C-42A-4021, 805C-42L-3002) a. Consolidates actions. b. Prioritizes actions. c. Reviews actions for accuracy and completeness. d. Corrects erroneous and incomplete data. e. Prepares reports and correspondence.  * 7. PSNCO processes actions. (805C-42A-1291, 805C-42A-3473, 805C-42A-4021, 805C-42L-3002) a. Performs the technical and administrative review. b. Corrects minor errors. c. Recommends approval/disapproval of actions. d. Dispatches actions to higher headquarters for further action. e. Spot-checks the suspense system.  * 8. PSNCO disseminates information. (805C-42A-3473, 805C-42A-4021) a. Monitors the processing of all actions. b. Briefs the commander on the status of all personnel actions. c. Advises subordinate units on the status of personnel actions. d. Conducts follow-ups on essential actions, as needed.		

TASK PERFORMANCE / EVALUATION SUMMARY BLOCK							
ITERATION	1	2	3	4	5		TOTAL
TOTAL TASK STEPS EVALUATED							
TOTAL TASK STEPS "GO"							
TRAINING STATUS "GO"/"NO-GO"							

"\*" indicates a leader task step.

#### SUPPORTING INDIVIDUAL TASKS

Task Number	Task Title	References
805C-42A-1265	Maintain Emergency Notification Data	STP 12-42A12-SM
805C-42A-1291	Prepare Request for Soldier Applications	STP 12-42A12-SM
805C-42A-3473	Review Emergency Notification Data	STP 12-42A35-SM-TG
805C-42A-4021	Review Flow of Personnel Actions	STP 12-42A35-SM-TG
		STP 12-42B-OFS
805C-42L-1002	Type a Memorandum	STP 12-42A12-SM
805C-42L-1032	Assemble Correspondence	STP 12-42L12-SM
805C-42L-1034	Route Incoming Distribution	STP 12-42L12-SM
805C-42L-1036	Dispatch Outgoing Distribution	STP 12-42L12-SM
805C-42L-3002	Review Correspondence	STP 12-42A35-SM-TG
		STP 12-42B-OFS
		STP 12-42L35-SM-TG

**SUPPORTING COLLECTIVE TASKS: NONE**

**OPFOR TASKS AND STANDARDS: NONE**

**ELEMENTS:** REPLACEMENT BATTALION (CONUS)  
 COMMAND SECTION  
 DETACHMENT HEADQUARTERS  
 S4 SECTION  
 REPLACEMENT COMPANY (CONUS)(12907L)

**TASK:** Provide Unit Supply Support (CRC) (10-2-R320.12-1320)  
 (DA PAM 710-2-1) (AR 710-2) (DA PAM 710-2-2)  
 (FM 10-27) (FM 10-27-1) (FM 10-27-2)

**ITERATION:** 1 2 3 4 5 (Circle)  
**COMMANDER/LEADER ASSESSMENT:** T P U (Circle)

**CONDITIONS:** The supply area is established. Equipment and supplies are arriving through supply channels. Requests for additional supplies are received from subordinate elements. Weapons for non-unit related personnel (NRP) are stored and secured in the supply area or installation weapons pool. Supply support is a continuous task whose performance is simultaneous with other internal support and operational tasks. Task performance is required under all environmental conditions. This task should not be trained in MOPP4.

**TASK STANDARDS:** Required supplies and equipment were ordered in authorized quantities and within prescribed time frame for use. Equipment and supplies received were accounted for, stored as required, and issued as needed. Weapons assigned to NRP were accounted for and secured.

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
<ul style="list-style-type: none"> <li>* 1. Commander directs supply operations. (03-5101.00-0281, 03-5101.00-0284)                             <ul style="list-style-type: none"> <li>a. Establishes site security.</li> <li>b. Inspects supply records and status to ensure compliance with supply regulations, directives, and the tactical standing operating procedure (TSOP).</li> <li>c. Directs inventories of supplies and equipment to calculate assets on hand.</li> <li>d. Inspects unit equipment and weapons storage areas for compliance with supply regulations, directives, and the TSOP.</li> <li>e. Directs issue of supplies and equipment IAW higher commander's guidance and/or TSOP.</li> <li>f. Forwards supply requirements to the next higher commander.</li> </ul> </li> <li>* 2. Unit supply sergeant supervises supply activities. (101-521-2151, 101-521-2152, 101-521-2252, 101-521-3101, 101-521-3102, 101-521-3107, 101-521-3251, 101-521-3252, 101-521-4104)                             <ul style="list-style-type: none"> <li>a. Determines due-in quantity of total assets.</li> <li>b. Conducts inventories to calculate assets on hand.</li> <li>c. Develops supply storage plan.</li> <li>d. Supervises weapons control.</li> <li>e. Provides input to materiel condition status reports (MCSR).</li> </ul> </li> <li>3. Supply personnel request additional supplies. (101-521-1155)                             <ul style="list-style-type: none"> <li>a. Coordinate requirements with sections/teams.</li> <li>b. Calculate resupply requirements.</li> <li>c. Forward resupply requests to the supporting supply activity.</li> </ul> </li> <li>4. Supply personnel receive supplies. (101-521-1154, 101-521-1156, 101-521-1163)                             <ul style="list-style-type: none"> <li>a. Inspect incoming supplies for quantity and condition.</li> <li>b. Store supplies IAW storage plans.</li> </ul> </li> </ul>		

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
c. Notify requesting element of availability of supplies for issue.  5. Supply personnel issue supplies. (101-521-1155) a. Process supply requests IAW appropriate regulations, directives, and TSOP. b. Issue supplies as prescribed by the unit commander's guidance. c. Maintain prescribed copies of hand receipts IAW appropriate regulations and directives.  6. Supply personnel maintain small arms. (101-521-1202, 101-521-1203, 101-521-1204, 101-521-3107) a. Control stored weapons IAW appropriate regulations and command policies. b. Supervise unit-level maintenance on small arms. c. Forward weapons beyond organizational repair capabilities to support maintenance element.  7. Supply personnel process effects of absentee soldiers. (101-521-3101, 101-521-3102) a. Conduct inventory of absentee's clothing, equipment, and personal effects. b. Dispose of absentee's clothing, equipment, and personal effects IAW appropriate regulations and command policies.		

TASK PERFORMANCE / EVALUATION SUMMARY BLOCK							
ITERATION	1	2	3	4	5		TOTAL
TOTAL TASK STEPS EVALUATED							
TOTAL TASK STEPS "GO"							
TRAINING STATUS "GO"/"NO-GO"							

"\*" indicates a leader task step.

**SUPPORTING INDIVIDUAL TASKS**

Task Number	Task Title	References
03-5101.00-0281	Direct the Preparation and Maintenance of Unit Supply Records	STP 10-92Y24-SM-TG
03-5101.00-0284	Inspect Unit Supply Records	STP 21-II-MQS
101-521-1154	Receive Supplies and Equipment	STP 10-92Y1-SM
101-521-1155	Issue Supplies and Equipment to Hand-Receipt Holders	STP 10-92Y1-SM
101-521-1156	Store Selected Supplies and Equipment in Unit Storage Areas	STP 10-92Y1-SM
101-521-1163	Prepare and Maintain a Document Register	STP 10-92Y1-SM
101-521-1202	Maintain Key Control Register for Weapons Storage Areas	STP 10-92Y1-SM
101-521-1203	Issue and Receive Unit Weapons	STP 10-92Y1-SM
101-521-1204	Perform Organizational Maintenance on Small Arms	STP 10-92Y1-SM
101-521-2151	Prepare a Property Book	STP 10-92Y24-SM-TG
101-521-2152	Post Transactions to the Manual Property Book	STP 10-92Y24-SM-TG

**SUPPORTING INDIVIDUAL TASKS**

<b>Task Number</b>	<b>Task Title</b>	<b>References</b>
101-521-2252	Prepare Equipment Transfer, Loss, or Gain Report	STP 10-92Y24-SM-TG
101-521-3101	Account for Absentee's Clothing, Equipment, and Personal Effects	STP 10-92Y24-SM-TG
101-521-3102	Dispose of Absentee's Clothing, Equipment, and Personal Effects	STP 10-92Y24-SM-TG
101-521-3107	Inspect Organizational Maintenance of Weapons	STP 10-92Y24-SM-TG
101-521-3251	Maintain Manual/Automated Hand Receipt	STP 10-92Y24-SM-TG
101-521-3252	Control/Supervise Property Administration in Unit Supported by Manual/Automated Systems	STP 10-92Y24-SM-TG
101-521-4104	Prepare Material Condition Status Report	STP 10-92Y24-SM-TG

**SUPPORTING COLLECTIVE TASKS: NONE****OPFOR TASKS AND STANDARDS: NONE**

**ELEMENTS:** MINISTRY TEAM  
 REPLACEMENT BATTALION (CONUS)  
 COMMAND SECTION

**TASK:** Conduct the Religious Support Program (CRC) (16-7-C001.12-2001)  
 (FM 1-05) (FM 12-6)

**ITERATION:** 1 2 3 4 5 (Circle)

**COMMANDER/LEADER ASSESSMENT:** T P U (Circle)

**CONDITIONS:** The CRC is conducting replacement operations. Requests for religious support have been received from assigned and attached personnel and their families. This task should not be trained in MOPP4.

**TASK STANDARDS:** Command and soldier religious support needs were promptly met in accordance with commander's guidance.

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
<ol style="list-style-type: none"> <li>1. The Unit Ministry Team (UMT) prepares the religious support plan. (158-300-0030A)                             <ol style="list-style-type: none"> <li>a. Obtains the commander's guidance.</li> <li>b. Assesses the religious needs of the battalion.</li> <li>c. Coordinates religious support.</li> <li>d. Provides coordinating staff with required input to plans and orders.</li> <li>e. Provides UMT input to the religious support annex of higher echelon operations and plans.</li> <li>f. Prepares and disseminates the religious support plan.</li> </ol> </li> <li>2. The UMT performs or provides religious support (to include rites and services). (01-1601.11-0001)                             <ol style="list-style-type: none"> <li>a. Provides worship services, memorial ceremonies and services to honor dead, sacraments, rites, and ordinances.</li> <li>b. Provides direct religious support to unit and non-unit related personnel.</li> </ol> </li> <li>3. The UMT performs pastoral care for soldiers. (01-1601.11-0001)                             <ol style="list-style-type: none"> <li>a. Provides pastoral care to the soldiers.</li> <li>b. Conducts pastoral counseling to lessen stress and enhance soldiers' morale.</li> <li>c. Provides care and counseling functions to soldiers.</li> </ol> </li> <li>4. The UMT advises commander on unit morale, moral climate, and religious welfare. (01-1601.11-0001, 158-300-0030A)                             <ol style="list-style-type: none"> <li>a. Provides direct, personally verified information on morale and moral climate of the unit.</li> <li>b. Briefs on moral aspects of policies and leadership.</li> <li>c. Informs commander personally on impact of policies perceived by soldiers as unjust, disruptive, and potentially disruptive social patterns.</li> <li>d. Advises the commander on the specific religious requirements of soldiers and on policies or procedures affecting soldiers' rights to the free exercise of religion.</li> </ol> </li> <li>5. The UMT advises the commander on ethical issues. (158-300-0030A)                             <ol style="list-style-type: none"> <li>a. Advises the commander on methods of improving the ethical climate within the unit.</li> <li>b. Briefs on ethical aspects of policies and leadership.</li> </ol> </li> </ol>		

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
c. Informs the commander on the training of soldiers in ethical and moral decision making. d. Reaffirms the value of human life, justice, dignity, and truth, through preaching, pastoral counseling, and ethical/moral instruction, thereby challenging soldiers to serve their country honorably.		

TASK PERFORMANCE / EVALUATION SUMMARY BLOCK							
ITERATION	1	2	3	4	5		TOTAL
TOTAL TASK STEPS EVALUATED							
TOTAL TASK STEPS "GO"							
TRAINING STATUS "GO"/"NO-GO"							

"\*" indicates a leader task step.

**SUPPORTING INDIVIDUAL TASKS**

Task Number	Task Title	References
01-1601.11-0001	Accommodate Religious Practices	STP 21-II-MQS
158-300-0030A	Brief to Inform, Persuade, or Direct	STP 21-II-MQS

**SUPPORTING COLLECTIVE TASKS: NONE**

**OPFOR TASKS AND STANDARDS: NONE**

**ELEMENTS:** REPLACEMENT BATTALION (CONUS)  
 COMMAND SECTION  
 DETACHMENT HEADQUARTERS  
 S1 SECTION  
 S2/3 SECTION  
 PER & ADM SPT BRANCH  
 MOVEMENTS BRANCH  
 S4 SECTION  
 REPLACEMENT COMPANY (CONUS)(12907L)

**TASK:** Provide for Morale, Welfare, and Recreation (MWR) Support (CRC) (12-1-3211)  
 (AR 215-1) (FM 1-05) (FM 21-10)  
 (FM 21-20) (FM 22-51) (FM 27-1)

**ITERATION:** 1 2 3 4 5 (Circle)

**COMMANDER/LEADER ASSESSMENT:** T P U (Circle)

**CONDITIONS:** The CONUS Replacement Center (CRC) is receiving non-unit related personnel (NRP) scheduled for deployment to a supported theater. This task should not be trained in MOPP4.

**TASK STANDARDS:** Morale, welfare, and recreation support activities that enhance mission capability were implemented.

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
<p>* 1. S1 officer establishes policy concerning the morale, welfare and recreation (MWR) program. (01-9001.17-0003, 01-9002.07-0050, 03-9001.15-0002, 158-300-0030A, S1-0300.00-0003, S3-9001.18-0001)</p> <ul style="list-style-type: none"> <li>a. Surveys subordinate units to determine MWR requirements.</li> <li>b. Surveys supporting units to determine MWR capabilities and resources allocated.</li> <li>c. Recommends priority of MWR support to the battalion commander.</li> <li>d. Allocates MWR support in accordance with command priority.</li> <li>e. Publishes battalion MWR letter of instruction (LOI).</li> <li>f. Evaluates the delivery of MWR support to subordinate elements to determine effectiveness.</li> </ul> <p>* 2. Company Commanders schedule and coordinate external MWR support. (01-9001.17-0003, 03-8310.00-9000, 158-300-0030A, S1-0300.00-0003)</p> <ul style="list-style-type: none"> <li>a. Establish postal support schedules.</li> <li>b. Schedule band support.</li> <li>c. Schedule post exchange support.</li> <li>d. Monitor food service program.</li> <li>e. Schedule religious support.</li> <li>f. Coordinate recreational activities.</li> <li>g. Arrange for legal support.</li> </ul> <p>* 3. Leaders maintain soldier fitness. (03-0001.00-0028, 03-9001.15-0002, 158-300-0030A)</p> <ul style="list-style-type: none"> <li>a. Monitor soldiers' fitness.</li> <li>b. Conduct physical training as time and situation allow.</li> <li>c. Implement personal hygiene procedures.</li> <li>d. Correct problem areas.</li> <li>e. Brief the commander on soldier fitness status.</li> </ul>		

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
* 4. Leaders implement stress reduction measures. (01-9002.07-0050, S3-9001.18-0001) a. Disseminate command information including availability of religious services. b. Implement stress coping and management techniques. c. Establish task rotation, rest, and sleep plans. d. Allocate tasks fairly. e. Refer personnel suspected of suffering from stress to medical personnel.		

TASK PERFORMANCE / EVALUATION SUMMARY BLOCK							
ITERATION	1	2	3	4	5		TOTAL
TOTAL TASK STEPS EVALUATED							
TOTAL TASK STEPS "GO"							
TRAINING STATUS "GO"/"NO-GO"							

"\*" indicates a leader task step.

**SUPPORTING INDIVIDUAL TASKS**

Task Number	Task Title	References
01-9001.17-0003	Develop a Cohesive Unit or Organization	STP 21-II-MQS
01-9002.07-0050	Apply Procedures to Reduce and Control Stress, Fear and Panic	STP 21-II-MQS
03-0001.00-0028	Develop a Physical Fitness Program at the Company or Battalion Level	STP 21-II-MQS
03-8310.00-9000	Supervise Unit Preventive Medicine and Field Sanitation Procedures	STP 21-II-MQS
03-9001.15-0002	Conduct Subordinate Counseling	STP 21-II-MQS
158-300-0030A	Brief to Inform, Persuade, or Direct	STP 21-II-MQS
S1-0300.00-0003	Post and Installation Support	STP 21-I-MQS
S3-9001.18-0001	Manage Organizational Stress	STP 21-II-MQS

**SUPPORTING COLLECTIVE TASKS: NONE**

**OPFOR TASKS AND STANDARDS: NONE**

**ELEMENTS:** COMMAND SECTION  
 DETACHMENT HEADQUARTERS  
 S1 SECTION  
 S2/3 SECTION  
 S4 SECTION  
 REPLACEMENT COMPANY (CONUS)(12907L)

**TASK:** Plan Unit Operations (12-7-4050)  
 (FM 101-5) (FM 101-5-1) (FM 12-6)

**ITERATION:** 1 2 3 4 5 (Circle)  
**COMMANDER/LEADER ASSESSMENT:** T P U (Circle)

**CONDITIONS:** The unit is operating independently or as part of a higher HQ supporting forces engaged in full spectrum operations. The unit has communications with higher, supported, supporting, and subordinate units. Staff sections and leaders have comprehensive situational understanding. Staff elements have up-to-date planning data, maps, intelligence reports, tools, and other planning materials and information. An operations order (OPORD), warning order (WARNO) or fragmentary order (FRAGO) has been received. Command and staff elements have been alerted to prepare to commence planning. This task should not be trained in MOPP4.

**TASK STANDARDS:** The unit employs the military decision-making process (MDMP) to develop OPORDs and operational plans (OPLANs) that are in accordance with the SOP; support the higher commander's intent; meet times specified by higher HQ; and provide subordinate units two-thirds of the available time to complete their planning process.

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
<ul style="list-style-type: none"> <li>* 1. Commander and staff conduct initial mission assessment. (01-9002.03-0010, 01-9002.04-0010)                             <ul style="list-style-type: none"> <li>a. Determine time available from mission receipt to mission execution.</li> <li>b. Allocate time to planning phases.</li> <li>c. Identify staff estimates and materials already prepared that relate to the mission.</li> <li>d. Estimate time required to reposition key elements.</li> </ul> </li> <li>* 2. Commander issues initial guidance. (01-9002.03-0010, 01-9002.04-0010)                             <ul style="list-style-type: none"> <li>a. Establishes initial allocation of time.</li> <li>b. Authorizes movement of key elements.</li> <li>c. Provides instructions to liaison personnel.</li> <li>d. Identifies key decision points.</li> <li>e. Assigns key tasks to staff elements.</li> <li>f. Issues warning order relaying key information to subordinate and supported elements.</li> </ul> </li> <li>3. Commander and staff conduct mission analysis. (01-9002.03-0010, 01-9002.04-0010)                             <ul style="list-style-type: none"> <li>a. Analyze higher HQ order.</li> <li>b. Clarify unclear issues with higher HQ.</li> <li>c. Determine specified, implied, and essential tasks.</li> <li>d. Review available assets.</li> <li>e. Determine constraints.</li> <li>f. Identify critical facts and assumptions.</li> <li>g. Conduct risk assessment.</li> <li>h. Plan use of available time.</li> <li>i. Write the restated mission.</li> </ul> </li> </ul>		

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
<ul style="list-style-type: none"> <li>j. Conduct mission analysis briefing.</li> <li>k. Commander approves restated mission.</li> <li>l. Commander develops intent.</li> </ul> <p>* 4. Commander issues commander's guidance. (01-9002.03-0010, 01-9002.04-0010)</p> <ul style="list-style-type: none"> <li>a. Provides staff additional guidance.</li> <li>b. Emphasizes in broad terms, when, where, and how he intends to accomplish the mission.</li> <li>c. Establishes priorities.</li> <li>d. Provides risk guidance.</li> <li>e. States security measures.</li> <li>f. Provides time plan.</li> <li>g. Issues warning order relaying key information to subordinate and supported elements.</li> </ul> <p>5. Staff develops courses of action (COA). (01-9002.03-0010, 01-9002.04-0010)</p> <ul style="list-style-type: none"> <li>a. Ensures COAs are suitable, feasible, acceptable, distinguishable, and complete.</li> <li>b. Continues the risk management process.</li> <li>c. Develops COAs.</li> <li>d. Wargames COAs.</li> <li>e. Determines most feasible COA.</li> </ul> <p>6. Staff prepares the order or plan. (01-9002.03-0010, 01-9002.04-0010, 158-300-0030A)</p> <ul style="list-style-type: none"> <li>a. Provides COA decision briefing to the commander.</li> <li>b. Gains commander's approval of COA.</li> <li>c. Issues warning order relaying key information to subordinate and supported elements.</li> <li>d. Revises COA based on commander's decision and final guidance.</li> <li>e. Prepares order or plan.</li> <li>f. Provides order or plan to commander for review and approval.</li> <li>g. Reproduces, briefs, and distributes order or plan.</li> </ul>		

TASK PERFORMANCE / EVALUATION SUMMARY BLOCK							
ITERATION	1	2	3	4	5		TOTAL
TOTAL TASK STEPS EVALUATED							
TOTAL TASK STEPS "GO"							
TRAINING STATUS "GO"/"NO-GO"							

"\*" indicates a leader task step.

**SUPPORTING INDIVIDUAL TASKS**

Task Number	Task Title	References
01-9002.03-0010	Apply Decision Making Process	STP 21-II-MQS
01-9002.04-0010	Apply the Planning Process	STP 21-II-MQS
158-300-0030A	Brief to Inform, Persuade, or Direct	STP 21-II-MQS

**SUPPORTING COLLECTIVE TASKS: NONE**

**OPFOR TASKS AND STANDARDS: NONE**

**ELEMENTS:** PER & ADM SPT BRANCH  
 MOVEMENTS BRANCH  
 S4 SECTION  
 S1 SECTION  
 COMMAND SECTION  
 REPLACEMENT BATTALION (CONUS)  
 DETACHMENT HEADQUARTERS  
 S2/3 SECTION  
 REPLACEMENT COMPANY (CONUS)(12907L)

**TASK:** Provide Command and Control of Assigned and Attached Elements (CRC) (12-1-3201)  
 (AR 525-1) (FM 101-5) (FM 4-0)

**ITERATION:** 1 2 3 4 5 (Circle)  
**COMMANDER/LEADER ASSESSMENT:** T P U (Circle)

**CONDITIONS:** The CONUS replacement site has been established. The flow of non-unit related personnel for deployment to designated theater has begun. Procedures for integration of redeploying personnel are established. Supporting personnel and administrative units are operational. This task should not be trained in MOPP4.

**TASK STANDARDS:** Supported unit personnel and administrative support requirements were met commensurate with command policy, priorities, and available resources.

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
<p>* 1. Commander directs operations. (01-9002.01-0010, 01-9002.03-0010, 01-9002.04-0010, 03-9080.30-2000)</p> <ul style="list-style-type: none"> <li>a. Establishes site security.</li> <li>b. Issues planning guidance.</li> <li>c. Approves concept of support, priorities, operations plan and operations order.</li> <li>d. Directs allocation of resources.</li> <li>e. Positions assigned units/elements.</li> <li>f. Exercises Uniform Code of Military Justice authority over assigned and attached elements and non-unit related personnel.</li> <li>g. Monitors compliance with decisions, directives, and instructions to determine subordinate elements' implementation.</li> </ul> <p>* 2. XO supervises the unit staff. (01-9002.01-0010, 01-9002.02-0020, 01-9002.03-0010, 01-9002.04-0010, 04-3304.01-0002, 158-300-0030A)</p> <ul style="list-style-type: none"> <li>a. Implements commander's directives in staff planning and policy making.</li> <li>b. Formulates staff operating policies.</li> <li>c. Monitors all staff sections for conformity to commander's guidance.</li> <li>d. Coordinates assigned mission with subordinate company commanders.</li> </ul> <p>3. Battalion staff performs staff functions. (01-9002.04-0010, 04-3304.01-0002, 158-300-0030A)</p> <ul style="list-style-type: none"> <li>a. Provides assistance to subordinate element, when requested.</li> <li>b. Monitors subordinate elements for personnel, administrative, and logistical support.</li> <li>c. Performs command inspections.</li> <li>d. Assists in the correction of personnel shortages.</li> <li>e. Transforms pertinent information into usable data for decision making.</li> <li>f. Conducts operational briefings.</li> </ul>		

<b>TASK STEPS AND PERFORMANCE MEASURES</b>	<b>GO</b>	<b>NO-GO</b>
g. Coordinates information exchange within, with higher, adjacent, and subordinate elements. h. Coordinates external support requirements. i. Conducts command information program.  4. Battalion staff performs operational functions. (01-9002.03-0010, 01-9002.04-0010) a. Analyzes the commander's intent. b. Performs required actions based upon requests from supported and subordinate units. c. Conducts planning for proposed operations. d. Presents the commander with possible courses of action. e. Resolves problems in replacement operations. f. Resolves problems in integration operations for redeploying personnel. g. Coordinates the unity of effort for approved courses of action.  5. Command group and staff monitor personnel and administrative support. (01-9002.03-0010, 01-9002.04-0010, 04-3304.01-0002, 158-300-0030A) a. Conduct liaison with supporting and supported elements. b. Inspect assigned and attached element support operations. c. Monitor personnel, postal, and replacement status reports.		

<b>TASK PERFORMANCE / EVALUATION SUMMARY BLOCK</b>							
<b>ITERATION</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>		<b>TOTAL</b>
TOTAL TASK STEPS EVALUATED							
TOTAL TASK STEPS "GO"							
TRAINING STATUS "GO"/"NO-GO"							

"\*" indicates a leader task step.

**SUPPORTING INDIVIDUAL TASKS**

<b>Task Number</b>	<b>Task Title</b>	<b>References</b>
01-9002.01-0010	Apply Army Leadership Doctrine in Typical Unit Situation	STP 21-II-MQS
01-9002.02-0020	Apply Communicative Techniques for Listening to the Commander's Intent	STP 21-II-MQS
01-9002.03-0010	Apply Decision Making Process	STP 21-II-MQS
01-9002.04-0010	Apply the Planning Process	STP 21-II-MQS
03-9080.30-2000	Administer Nonjudicial Punishment	STP 21-II-MQS
04-3304.01-0002	Conduct Inspection	STP 21-I-MQS
158-300-0030A	Brief to Inform, Persuade, or Direct	STP 21-II-MQS

**SUPPORTING COLLECTIVE TASKS: NONE**

**OPFOR TASKS AND STANDARDS: NONE**

**ELEMENTS:** REPLACEMENT COMPANY (CONUS)(12907L)  
 MINISTRY TEAM  
 REPLACEMENT BATTALION (CONUS)  
 COMMAND SECTION  
 DETACHMENT HEADQUARTERS  
 S1 SECTION  
 S2/3 SECTION  
 PER & ADM SPT BRANCH  
 MOVEMENTS BRANCH  
 S4 SECTION

**TASK:** Perform Risk Management Procedures (CRC) (12-1-3217)  
 (FM 100-14) (AR 385-10) (AR 385-16)

**ITERATION:** 1 2 3 4 5 (Circle)  
**COMMANDER/LEADER ASSESSMENT:** T P U (Circle)

**CONDITIONS:** Unit personnel are performing required duties in a garrison environment. Safety hazards for personnel and equipment exist. Hazards increase as operations intensify. Appropriate tactical standing operating procedure (TSOP), operations order (OPORD) and/or standing operating procedure are available. Risk management activities are continuous and are performed simultaneously with all operational tasks. This task should not be trained in MOPP4.

**TASK STANDARDS:** All potential safety hazards were identified and either reduced or eliminated.

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
<ul style="list-style-type: none"> <li>* 1. Commander and leaders identify risk and/or safety hazards. (03-9003.02-0001, 03-9003.03-0001, 850-001-4001)                             <ul style="list-style-type: none"> <li>a. Identify specified and implied missions and tasks in the operations plan, operation order, and fragmentary order.</li> <li>b. Identify all risks associated with specified and implied missions and tasks.</li> <li>c. Integrate safety into every phase of planning process.</li> <li>d. Identify the benefits of safety measures to the unit's mission versus the potential cost of risk or hazard.</li> <li>e. Conduct continuous assessment of all operational phases for safety and risk reduction.</li> </ul> </li> <li>* 2. Commander and leaders evaluate risk or safety hazards identified during operations. (03-9003.02-0001, 03-9003.03-0001, 850-001-2001, 850-001-3001)                             <ul style="list-style-type: none"> <li>a. Identify previously executed unsafe acts and their corrective actions.</li> <li>b. Identify unwarranted risks.</li> <li>c. Compare identified risk to acceptable risk level stated in the commander's intent and based on the mission objective.</li> <li>d. Calculate projected loss of equipment and personnel from accidents by reviewing historical records.</li> <li>e. Describe operations in terms of risk level (extremely high, high, medium, low).</li> <li>f. Prepare control measures that minimize accidental losses.</li> </ul> </li> <li>* 3. Commander and leaders eliminate or reduce risk and safety hazards. (03-9003.02-0001, 03-9003.03-0001, 850-001-3001, 850-001-4001)                             <ul style="list-style-type: none"> <li>a. Select course of action that maximizes operational effectiveness and minimizes exposure to risk.</li> <li>b. Develop procedures that reduce risks.</li> <li>c. Provide guidance that enhances safety in all phases of operation.</li> </ul> </li> </ul>		

<b>TASK STEPS AND PERFORMANCE MEASURES</b>	<b>GO</b>	<b>NO-GO</b>
d. Prescribe safety or protective equipment that enhances safety and reduces risks. e. Brief assigned personnel on implementation of risk management and safety.  4. Soldiers employ safety enhancement procedures. a. Practice safety procedures during all mission rehearsals and operations. b. Correct unsafe acts on the spot. c. Report risks or safety violations beyond unit's corrective level to unit safety officer.		

<b>TASK PERFORMANCE / EVALUATION SUMMARY BLOCK</b>							
<b>ITERATION</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>		<b>TOTAL</b>
TOTAL TASK STEPS EVALUATED							
TOTAL TASK STEPS "GO"							
TRAINING STATUS "GO"/"NO-GO"							

"\*" indicates a leader task step.

**SUPPORTING INDIVIDUAL TASKS**

<b>Task Number</b>	<b>Task Title</b>	<b>References</b>
03-9003.02-0001	Manage Accident Risk in Unit Operations	STP 21-II-MQS
03-9003.03-0001	Supervise the Management of Accident Risk in Unit Operations	STP 21-II-MQS
850-001-2001	Assess Potential for Accidents	STP 21-24-SMCT
850-001-3001	Control Mission Safety Hazard	STP 21-24-SMCT
850-001-4001	Integrate Risk Management Into Platoon	STP 21-24-SMCT

**SUPPORTING COLLECTIVE TASKS: NONE**

**OPFOR TASKS AND STANDARDS: NONE**

## CHAPTER 6

### External Evaluation

6-1. General. Evaluations are conducted to determine the unit's ability to perform its missions. This chapter is a guide for preparing evaluations. Using units may modify this evaluation, based on mission, enemy, terrain, troops, time available, and civil considerations (METT-TC) and other considerations as deemed appropriate by the commander. Selected T&EOs in Chapter 5 are used for evaluation. At the end of the evaluation, the commander can identify the units' strengths and weaknesses. These strengths and weaknesses are the basis for future training and resource allocations.

6-2. Preparing the Evaluation. The commander must standardize evaluation procedures to accurately measure the unit's capabilities.

a. Preparing the evaluation instrument. The sample evaluation scenario in Table 6-1 contains the missions as well as the appropriate tasks necessary to develop the scenario and execute the mission. A graphic representation of the scenario is provided in Chapter 4, Figure 4-1. Selective tailoring is required because it is not possible to evaluate every task. The following procedures are suggested for developing the evaluation.

(1) Identify the missions for evaluating each echelon or element, using Table 2-1 in Chapter 2. Record the selected missions using DA Form 7506, Unit Proficiency/Evaluation Worksheet. A blank copy of this form is provided in Figure 6-1 for your information.

(2) List each mission on DA Form 7502, Task Summary Sheet. A blank copy of this form is provided in Figure 6-2 for your information.

(3) Select the tasks for the evaluation of every mission. List the selected tasks on the Task Summary Sheets which are used for recording the results of the evaluation.

(4) Compile the selected missions and tasks in the order they logically occur in the detailed scenario. Group the selected missions and tasks into parts, as in Table 6-1, for continuous operations. Conduct in-process after action reviews (AAR) by interrupting parts at logical points.

b. Selecting and preparing the evaluation site. Required size, opposing force (OPFOR) requirements, and administrative requirements are the basis for site selection. OPFOR positioning is according to threat doctrine. The site must provide space for the administrative area required to support the evaluation.

6-3. Selecting Observer Controllers (OC). OC must know the unit's missions, organization, equipment, and employment. The senior OC should be at least equal in rank to the unit commander and have successfully performed in that specific or similar command position.

6-4. Training the OC.

a. Each part of an evaluation is designed to evaluate specific missions or tasks within the overall scenario. OC must thoroughly understand and correctly implement the evaluation.

b. Evaluation control system. This system ensures that the evaluation is administered in a consistent and standardized manner, and that correct data is collected for the final evaluation. It includes the following elements:

(1) Rules of engagement

(2) OC duties and responsibilities

- (3) Communication systems
- (4) Evaluation data collection plan

6-5. Recording External Evaluation Information.

a. The evaluating HQ uses DA Form 7505, Unit Data Sheet, to document demographic information which may reflect on a unit's performance. A blank copy of this form is provided for your information at Figure 6-3.

b. The senior OC has the overall responsibility for preparation of the external evaluation report. This evaluation is based on his own findings and input by subordinate OCs. Subordinate OCs use the task evaluation criteria (T&EO from Chapter 5 and Task Summary Sheets) to determine overall proficiency in their particular areas. The senior OC compiles the external evaluation results as prescribed by the evaluating commander. Deviations from the task standard assessed by the subordinate OCs may be addressed in the senior OC comments portion of the Unit Proficiency Worksheet.

6-6. Selecting and Training the OPFOR. The selection and training of the OPFOR are crucial to the success of a standardized evaluation. The OPFOR provides one of the control measures that influences the conditions under which the evaluation is administered.

- a. Selection. Select two skill level 1 or 2 qualified soldiers to serve as OPFOR.
- b. Training. The OPFOR must understand the following four major areas:
  - (1) Rules of engagement
  - (2) Terrorist tactics
  - (3) Training scenarios
  - (4) Safety

6-7. Conducting the Evaluation. Evaluations are divided into three distinct phases: pre-evaluation, evaluation, and post-evaluation. Each phase requires a different degree of preparation and coordination.

a. Pre-evaluation.

(1) All OC must recon the evaluation area to know the unit's boundaries and to gain a general appreciation of the field evaluation site's area of operation.

(2) OC must prepare an operations order (OPORD) and fragmentary order (FRAGO) to control the exercise. An order is prepared for each mission in the evaluation scenario. These can be prepared by using the skeleton orders contained in the STXs in Chapter 4.

(3) Unit preparatory activities include conducting inspections and performing other logistics and administrative actions, as required.

(4) The OPFOR is placed in position and briefed while the unit is conducting its preparatory activities.

b. Evaluation.

(1) The evaluation team controls the evaluation in two ways. First, it uses measures established in the OPORD or FRAGO. Second, the team controls the evaluation through the team commander (simulated by the senior OC for this evaluation) on the team net. The team does not control in the traditional sense; instead, it accompanies the unit as observers.

(2) OC are neutral throughout the evaluation. Only the senior OC has direct verbal contact with the unit commander. Other OC do not speak to, aid, advise, point out positions, or in any way influence the unit's performance, except for a possible or actual safety issue or emergency.

(3) Once the senior OC issues the OPORD, the unit commander executes the events and actions prescribed in the first part of the evaluation scenario within the estimated time. From this point on, all successive parts begin with a FRAGO.

(4) The senior OC terminates a part when the unit has completed all the events and actions in a particular area. He must record the reasons for the termination in the margin of the OC's Task Summary Sheets and report his action to the senior evaluator. At this time, OC debriefs the unit to resolve questions. Afterwards, the senior OC directs the unit to continue its mission after it receives a FRAGO or OPORD for the next part.

(5) These guidelines should be followed by the OC:

(a) Enforce rules of engagement.

(b) Observe critical tactical events of time. OC must spot and record any action that might have an effect on later performance or mission outcome.

(c) Enforce safety.

(d) Terminate mission.

c. Post-evaluation. After the evaluation is terminated, the unit moves to an appropriate area and performs the following actions:

(1) The unit OC debriefs subordinate OC and compiles all data (evaluator packets) for the evaluation.

(2) The unit OC completes the task summary sheets.

(3) The unit OC turns in all completed OC packets (with the OC scoring system) to control headquarters for recording and analysis.

(4) The unit OC must conduct an AAR of the unit's performance.

(5) Each element OC should conduct an AAR of his element's performance.

6-8. Conducting the AAR.

a. General. At the completion of each evaluation phase, the AAR leader provides feedback to the unit in order to increase and reinforce learning.

b. Feedback. Because all members of the unit participate in an AAR, each member becomes a source of feedback. This provides a richer database for key points. The AAR leader will draw information from each member, which becomes an important part of the discussion. This information is the basis for discussing alternate courses of action.

c. Preparing the AAR. AAR preparation involves five steps:

(1) Review training orders and objectives. Training objectives are the focus of the discussion of the exercise results. The FRAGOs and OPORDs included in the exercise design implement these objectives. OCs should be familiar with the objectives, FRAGOs and OPORDs so they can note orders given by leaders of the evaluated unit and its subordinate elements that either implement these objectives or deviate from them.

(2) Observe the exercise. This is an active process. The emphasis is on noting those actions that make the difference between the unit's success or failure. Because unit orders identify important activities and checkpoints, the OC must be present when the commander issues the order. The OC should position himself where he can best observe anticipated critical events.

(3) Select the AAR site. After the exercise, select a site for the AAR. If possible, hold the AAR where the majority of action occurred or where most of the critical events took place.

(4) Debrief the OC. While the units are moving to the selected site, the OC should be debriefed. The senior OC must have a complete understanding of what happened during the exercise. The fourth step in AAR preparation is to obtain a detailed description of the exercise's events in the order in which they occurred.

(5) Review the events. After the senior OC has a sound understanding of what happened during the exercise, he reviews the events that are ranked in terms of their relevance to the training objectives and their contributions to the exercise outcome. He selects as many events as can be covered in detail during the time allocated for the AAR and places them in chronological order.

d. Conducting the AAR. Conducting the AAR involves five steps:

(1) Organize the participants. The OC and AAR leader should group the participants according to their organization in the exercise. Each subordinate element's OC is with the element for which he is responsible.

(2) State the training objectives. The AAR leader makes a brief statement of the training objectives for the exercise. These are described as specifically as possible. He states any additional teaching points that he intends to cover during the AAR. These should be limited to three or four key points in order to keep the AAR focused and prevent it from becoming excessively long.

(3) Lead the discussion. The AAR leader guides the discussion of the events in their order of occurrence. Diagrams help players visualize the exercise development. Each event is discussed in detail to make teaching points about the unit's performance during the event. In an effective AAR, the AAR leader should:

(a) Avoid giving a critique or lecture.

(b) Guide the discussion by asking leading questions.

(c) Suggest the players describe what occurred in their own terms.

(d) Suggest the players discuss not only what happened, but how it happened and how it could be done better.

(e) Focus the discussion to ensure that important tactical lessons are made explicit.

(f) Relate events to subsequent results.

- (g) Avoid detailed examination of events not directly related to major training objectives.
- (h) Encourage the participants to use diagrams to illustrate teaching points.
- (i) Prohibit players from offering self-serving excuses for inappropriate tactical actions.

(4) Review the sequence of the events associated with the hazards of the risk assessment made prior to the exercise. In addition, the AAR leader should address the following:

- (a) Were effective controls put into place to avoid accidents?
- (b) Was training realism reduced through artificial control measures?
- (c) Were all participants aware of hazards down to the lowest level?
- (d) Did any hazard that was not identified present itself, and, if so, what was done to overcome it?

(5) Summarize key points. The AAR leader briefly summarizes teaching points in terms of training objectives covered in the AAR. After the summary, he can have a private conversation with the unit commander regarding his unit's strengths and weaknesses, and what he can do to improve his performance and that of his unit. A good AAR leader:

- (a) Maintains order and discipline.
- (b) Reviews the training objectives.
- (c) Addresses important events as they occurred and how the unit could have done them better. During the discussion, the leader avoids a detailed examination of events not directly related to the training objective.
- (d) Traces the chain of events so all participants understand the results of mistakes. One mistake is often the partial cause of another.
- (e) Clearly relates tactical events to teaching points.
- (f) Involves participants in the discussion.
- (g) Clearly and concisely gives summary and new training objectives.
- (h) Reinforces points by using sketches, diagrams, or terrain models in the AAR.

**Table 6-1  
Replacement Battalion (CONUS) Sample Evaluation Scenario**

<b>SEQUENCE</b>	<b>EVENT</b>	<b>ESTIMATED TIME</b>
<b>Part I</b>		
1	Perform recall	2 hr
2	Prepare for mobilization	4 hr
3	Conduct mobilization activities	6 hr
4	Move to CRC site	2 hr
5	Conduct AAR	1 hr
<b>Part II</b>		
6	Establish CONUS Replacement Center operations	6 hr
7	Process non-unit related personnel (NRP) for deployment	10 hr
8	Integrate returning NRP	6 hr
9	Conduct AAR	1 hr
<b>Part III</b>		
10	Conduct demobilization operations	6 hr
11	Conduct AAR	2 hr
<b>TOTAL ESTIMATED TIME</b>		<b>46 hr</b>
NOTE: The time required to train an event may vary based on mission, enemy, terrain, troops, time available, and civil considerations (METT-TC) factors and the training proficiency of the unit.		









## APPENDIX A - THREAT ASSESSMENT

### A-1. The Contemporary Operational Environment (COE).

a. The COE is a composite of the conditions, circumstances, and influences that are expected to effect the employment of military forces and bear on the decisions of unit commanders both now and in the near future. The range of threats during this period extend from smaller, low technology opponents using more adaptive, asymmetric methods (methods that avoid attacking a US strength while using advantages against US weaknesses) to larger modernized forces that engage US forces in more conventional ways. In some possible conflicts (or in multiple, concurrent conflicts) a combination of these types of threats is possible.

b. It is particularly important that commanders, leaders, and soldiers develop a mindset shaped and influenced by a solid understanding of the COE and assure that all training is consistent with the COE. While every effort has been made to comprehensively integrate the COE into this training publication commanders, leaders, trainers, OCs and all personnel participating in training must work to assure the complete integration of COE considerations. The materials in this appendix will assist in this process.

### A-2. The Threat (See FM 3.0, Operations).

a. The potential for armed conflict between nation-states, non-state actors, and transnational entities is expected to remain a serious challenge for the foreseeable future. Disparities in wealth, technology, and information will create unstable conditions. The influence of nonstate actors will have increasing regional and worldwide implications. Conflict between multinational groups is expected to increase while conflict involving only two elements is expected to decrease.

b. Multiple threats to US interests exist. Some are direct, such as a cross-border attack; others are indirect, such as coercion. Some regional powers aspire to dominate their neighbors and have the conventional force capabilities required to do so. Such situations may threaten US vital interests, US allies, or regional stability. Many transnational groups are capable of conducting a range of activities that threaten US interests and citizens at home and abroad. Such activities include terrorism, illegal drug trading, illicit arms and strategic material trafficking, international organized crime, piracy, and deliberate environmental damage. Additionally, extremism, ethnic disputes, religious rivalries, and human disasters contribute to huge refugee migrations and often cause instability.

c. In the foreseeable future, most nations will modernize and maintain military capabilities for countering regional threats or seeking opportunities. Military change will incorporate advances in information technology, ballistic and cruise missile capabilities, and weapons of mass destruction (WMD). Potential threats vary from heavy conventional units to adaptive, asymmetric forces structured for local and regional use. Adversaries will seek and obtain technologies that challenge US strengths in information technology, navigation, night vision systems, and precision targeting and strike capabilities. The proliferation of WMD and long-range delivery systems will enable adversaries to threaten the US at greater ranges with increased lethality and precision.

d. Adversaries will develop warfighting doctrine that takes perceived US strengths and vulnerabilities into account. They will try to prevent the projection of US forces and control the nature and tempo of US actions through asymmetric operations and adaptive forces. They will try to counter US air operations and neutralize US technological advantages, such as precision strike capabilities. Further, they will adapt to more nonlinear, simultaneous operations conducted throughout the area of operations. They will use conventional and unconventional means to destroy US national will and the capability to wage war.

e. Adversaries will seek to shape conditions to their advantage. They will try to change the nature of the conflict or use capabilities they believe are difficult for US forces to counter. They will use complex terrain, urban environments, and force dispersal methods to offset US advantages. These methods will increase targeting difficulties and may result in US forces wasting precision weapons on relatively unimportant assets.

f. Generally, adversaries will seek to operate against US forces according to the following concepts:

- Conduct force-oriented operations. Inflict unacceptable casualties.
- Attempt to control the tempo. Create conditions to defeat US forcible entry operations.
- Transition to a defensive framework that avoids decisive battle, preserves capability, and prolongs the conflict. If US forces deploy, use terrorist tactics and other attacks to erode public support, alliance or coalition cohesion, and the will to fight.
- Use modernized intelligence, surveillance, and reconnaissance (ISR) assets and WMD to conduct sophisticated ambushes. Destroy key operating systems or inflict mass casualties within and outside the theater of operations.
- Use terrain and urban areas to disperse mechanized and armored units. Concentrate and disperse them as opportunities allow. Maneuver forces during periods of reduced exposure to US technology. Use upgraded camouflage and deception capabilities.
- Form coalitions against the US.
- Acquire or modify advanced technological systems to create surprise and limited duration overmatch in specific areas.

g. Adversaries will continue to seek every opportunity for advantage over US and multinational forces. When countered, they will adapt to the changing conditions and pursue all available options to avoid destruction or defeat. This environment and the wide array of threats present significant challenges. Army forces must simultaneously defeat an adversary while protecting noncombatants and the infrastructure on which they depend.

### A-3. Threat Implications for Human Resource and Financial Management Units.

a. Human resource and financial management units must be fully capable of performing their mission through the full spectrum of operations in war and in military operations other than war (MOOTW). Often, they will be supporting Army forces operating as part of a joint force within a multinational and interagency environment. Supported forces can be conducting offensive, defensive, stability, and support operations singly or in combination, often simultaneously.

b. Insights on how human resource and financial management units must operate can be developed by applying contemporary threat considerations to the full spectrum of operations. Commanders and leaders must develop further guidance based on lessons learned materials and current intelligence information. General considerations include the following:

- Units must be fully prepared to operate effectively in the full spectrum of operations in war, conflict and peace.
- Units must maintain a high state of deployability regardless of their locations. They must be prepared to quickly respond to worldwide contingencies and varying threats.

- Units must have the capability to support designated forces by accompanying them or by supporting them from a distant location.
- Units must consistently provide timely and highly responsive support. They must ensure high unit readiness and a similar level of personnel readiness in the forces they support regardless of the location of that element.
- Units must adapt to new requirements and be fully prepared to support joint and combined forces, multi-national forces, intergovernmental agencies, forces under other non-US command and control and, in some cases, non-governmental organizations.
- Commanders and leaders must place special emphasis on counter terrorist activities and force protection for unit personnel, replacements, and supported soldiers.
- Units must maintain a capability to respond to mass casualty situations caused by conventional weapons as well as weapons of mass destruction.
- Leaders need to train and condition soldiers to offset the adverse morale impacts of high-tech combat, terrorism, and weapons of mass destruction. Information, training, force protection, strong leadership, and an effective MWR program help counter these situations.
- Units must respond quickly to special requirements that arise from non-traditional missions such as drug interdiction and humanitarian relief.
- Units must be fully prepared to perform their branch-specific missions in a NBC environment. In addition, they must address the challenges of NBC casualties, and contaminated remains and materiel.
- Leaders must be trained and prepared to deal with the complexity of new technologies, with diverse new missions, and with the uncertainty and ambiguity that characterize many current situations.
- Personnel must be prepared to provide necessary life-saving measures to soldiers attacked by NBC weapons.
- Units must be fully capable of using their technical skills to support domestic civilian and governmental agencies and comparable agencies in foreign governments.
- Commanders and leaders must develop and maintain an updated threat/terrorism assessment for their units. They must take prompt action to correct problems identified in this assessment.
- Organizations must be aware of the fact that almost any threat force can possess modern sophisticated weaponry and equipment. This includes directed energy, communications, intercept, and electronics.
- Units must be well trained on threat capabilities and the ability to counter them. Hands-on training and rehearsals are key to assuring unit personnel can respond to threat actions.
- Unit personnel must understand asymmetric warfare concepts and consistently probe their operational posture to identify and correct areas of weakness and vulnerability that might become hostile targets.

A-4. Supporting Materials.

- a. FM 3-0, Operations (also available on the Reimer Digital Library).
- b. COE Handbook, Center for Army Lessons Learned (CALL) (available on the CALL web page).

## APPENDIX B - TRAINING SAFETY AND ENVIRONMENTAL PROTECTION

B-1. Safety. In a training environment, leaders have a threefold safety mission. First, leaders must assure safe training. Second, they must continue to develop and enforce the concept that safety is a way of life for all members of their unit and in every situation to include everyday tasks. Finally, leaders must work to develop soldier and leader skills in the use and application of safety techniques and procedures such as the risk management process that will subsequently be applied to all military operations conducted by the unit. A comprehensive training safety program built around these focuses serves to build and conserve combat power through accident prevention while at the same time providing for a force that is well prepared, through realistic training, for all types of operations. Guidelines for an effective training safety program include:

- a. Train to standard on all individual and collective tasks. Ensure all personnel understand and apply the safety precautions contained in appropriate TMs, FMs, training materials, operation plans (OPLAN), operation orders (OPORD), and other pertinent publications.
- b. Genuinely integrate safety considerations into all planning, preparation, execution, and evaluation phases of training.
- c. Collect and integrate safety lessons learned into all unit training and operational activities. Emphasize unique safety implications for your type of unit and its equipment. Periodically brief personnel on these matters and spot check to assure the information is relayed to all soldiers.
- d. Continuously work to build a positive safety environment and awareness so safety becomes a way of life for all soldiers in all situations.
- e. Integrate the risk management and decision-making processes for use in training activities and the operational missions. Balance training realism and unnecessary risk. Train and require leaders at all levels to use the risk management process. Check to ensure they are correctly using this process. Accept risks only if benefits outweigh potential costs or losses. Always make informed, conscious decisions to accept risks at acceptable levels.

B-2. Risk Management. Risk management is a tool that is used to analyze situations to determine hazards and to establish and implement accident prevention steps and measures. It applies to all phases of training to include planning, execution, and assessment as well as to all operational environments. Proper use of risk management procedures enables commanders and leaders to provide maximum possible realism in training while properly safeguarding personnel and equipment. A Risk Assessment Matrix for assessing safety hazards is at Figure B-1. At Figure B-2 is a Risk Management Worksheet, with instructions, that may be used as a tool for assessing both safety and environmental hazards.

- a. Army missions are inherently dangerous. To effectively prepare their personnel to accomplish assigned mission, commanders must train their units to standard under the most realistic conditions possible. Application of the risk management process does not detract from training, but enhances effective, realistic training and serves to conserve combat power. Risk management is a continuous process that must be incorporated into all training plans and supporting events. It must be an integral part of all training decisions, operations, and related activities.
- b. Risk management is a five-step cyclic process that identifies, assesses, and controls risks arising from operational situations, and ensures decisions are made that balance risk with training benefits. In this process, leaders and staffs continuously work to identify hazards and assess both accident and tactical risks. They then develop, coordinate and implement control measures to mitigate or eliminate hazards. (See FM 101-5, Appendix J for further information.) The five steps are:

(1) Identify Hazards. Identify the most probable hazards for the missions.

(2) Assess Hazards. Analyze each hazard to determine the probability of its causing an accident and the probable effect of the accident. Identify control options to eliminate or reduce the hazard.

(3) Make Risk Decisions. Weigh the risk against the benefits of performing the operations. Accept no unnecessary risks and make any residual risk decisions at the proper level of command.

(4) Implement Controls. Integrate specific controls into training plans, OPLANs, OPORDs, standing operating procedures (SOP), and rehearsals. Communicate controls to the individual soldier.

(5) Supervise. Determine the effectiveness of controls in reducing the probability and effect of identified hazards to include follow up and after action review (AAR). Develop the lessons learned.

B-3. Fratricide. Fratricide is friendly force weapon employment in a manner that results in unforeseen and unintentional death or injury of friendly personnel. Fratricide is classified as an accident, as it is an individual or unit error that produces friendly casualties. Fratricide prevention is built around soldiers and units who are trained to standard and aware of factors contributing to fratricide.

a. Fratricide results in unacceptable losses and increases the risk of mission failure. Fratricide undermines the unit's ability to survive and function. Units experiencing fratricide tend to exhibit the following behaviors:

- (1) Loss of confidence in unit leadership
- (2) Increasing self-doubt among leaders
- (3) Hesitation to use supporting combat systems
- (4) Over-supervision of units
- (5) Hesitation to conduct night operations
- (6) Loss of aggressiveness during fire and maneuver
- (7) Loss of initiative
- (8) Disrupted operations
- (9) General degradation of cohesiveness, morale, and combat power

b. The primary causes of fratricide are a lack of positive target identification and the inability to maintain situational awareness. Specific problems contributing to fratricide include one, or a combination of several of the following:

(1) Direct Fire Control Plan Failures. They occur when units fail to develop defensive and, particularly, offensive fire control plans.

(2) Land Navigation Failures. They result when units stray out of sector, report wrong locations, and become disoriented.

(3) Combat Identification Failures. These failures include gunners or pilots being unable to distinguish thermal and optical signatures near the maximum range of their sighting systems and units in proximity mistaking each other for the enemy under limited visibility conditions.

(4) Inadequate Control Measures. Units fail to disseminate the minimum maneuver and fire support control measures necessary to tie control measures to recognizable terrain or events.

(5) Reporting Communication Failures. Units at all levels face problems in generating timely, accurate, and complete reports as locations and tactical situations change.

(6) Weapons Error. Lapses in individual discipline lead to charge errors, accidental discharges, mistakes with explosives and hand grenades, and similar incidents.

(7) Battlefield Hazards. Unexploded ordnance, unmarked or unrecorded minefields, family of scatterable mines (FASCAM), and booby traps litter the battlefield. Failure to mark, remove, record or anticipate these hazards increases the risk of friendly casualties.

c. Fratricide awareness and prevention measures must be incorporated into all training activities at every level. Training exercises must incorporate provisions that increase fratricide awareness of soldiers, and cause them to exercise fratricide prevention measures. Fratricide considerations need to be incorporated into all after action reviews. Live fire exercises must incorporate extra fratricide precautions. Leaders need special training on the use of the risk assessment and management tool as a means to reduce the incidence of fratricide.

B-4. Protecting the Environment. Protection of the environment, its natural resources such as air and water, its threatened or endangered species, and its archeological and historical sites must be a key factor in the preparation and conduct of all training. As embodied in the concept „train as we fight,“ environmental awareness and sound environmental practices built in training also provide the foundation for incorporating environmental protection considerations into the full spectrum of military operations. Detailed information on environmental protection is contained in FM 3-100.4, Environmental Considerations in Military Operations.

a. Environmental protection measures that must be addressed as part of the preparation for collective training include the following:

(1) Coordinate training plans and activities with the installation environmental compliance officer and his staff.

(2) Assure basic environmental awareness training is provided all personnel.

(3) Conduct an environmental risk assessment of the training area.

(4) Inform all soldiers of the environmentally sensitive areas, constraints, and preventive practices and procedures related to the training area.

(5) Brief commanders and leaders on the environmental risk assessment and its control measures to include identified sensitive areas, constraints, and other issues.

(6) Incorporate environmental protection provisions into SOPs, training plans, and OPORDS

b. During training, the following environmental protection considerations should be made:

(1) Monitor training for compliance with environmental protection provisions in SOPs, training plans, and OPORDS.

(2) Assure control measures contained in the environmental protection risk assessment are followed.

(3) Reassess hazards as situations change.

(4) Spot check all training activities.

(5) Incorporate environmental considerations into AARs.

B-5. The Risk Management Worksheet. The Risk Management Worksheet (Figure B-2) is provided as a tool for use in tracking and documenting all risks to include environmental risks. Key considerations that should be incorporated into environmental protection assessment include air pollution, archeological and historical sites, hazardous material/waste, noise pollution, threatened/endangered species, water pollution and wetland protection.

RISK ASSESSMENT MATRIX			HAZARD PROBABILITY				
			Frequent	Likely	Occasional	Seldom	Unlikely
			A	B	C	D	E
EFFECTIVE	Catastrophic	I	EXTREMELY HIGH	HIGH			
	Critical	II					
	Moderate	III	MEDIUM		LOW		
	Negligible	IV					

**Effect**

Catastrophic      Death or permanent total disability, system loss, major property damage.  
 Critical            Permanent partial disability, temporary total disability in excess of three months, major system damage, significant property damage.  
 Moderate          Minor injury, lost workday accident, compensable injury or illness, minor system damage, minor property damage.  
 Negligible        First aid or minor supportive medical treatment, minor system impairment.

**Probability**

Frequent            Individual soldier/item.....Occurs frequently in career/equipment service life.  
                           All soldiers exposed or item inventory.....Continuously experienced.  
 Likely                Individual soldier/item.....Occurs several times in career/equipment service life.  
                           All soldiers exposed or item inventory.....Can occur often.  
 Occasional        Individual soldier/item.....Occurs sometime in career/equipment service life.  
                           All soldiers exposed or item inventory.....Occurs sporadically or several times in inventory service life.  
 Seldom             Individual soldier/item.....Possible to occur in career/equipment service life.  
                           All soldiers exposed or item inventory.....Remote chance of occurrence; expected to occur sometime in inventory service life.  
 Unlikely            Individual soldier/item.....Can assume will not occur in career/equipment service life.  
                           All soldiers exposed or item inventory.....Possible, but improbable; occurs only very rarely.

**Risk Levels**

Extremely High    Loss of ability to accomplish mission.  
 High                 Significantly degrades mission capabilities in terms of required mission standards.  
 Medium             Degrades mission capabilities in terms of required mission standards.  
 Low                  Little or no impact on mission accomplishment.

Figure B-1. Risk Assessment Matrix

<b>RISK MANAGEMENT WORKSHEET</b>					
1. MISSION / TASK:		2. DTG BEGIN: END:		3. DATE PREPARED:	
4. PREPARED BY: _____					
5. HAZARD	6. INITIAL RISK LEVELS	7. CONTROLS	8. RESIDUAL RISK LEVEL	9. HOW TO IMPLEMENT	10. HOW TO SUPERVISE
11. CONTROLS EFFECTIVE					
12. Overall risk level after all controls are implemented (circle one) <b>LOW (L)   MODERATE (M)   HIGH (H)   EXTREMELY HIGH (E)</b>					
13. SIGNATURE OF RISK DECISION AUTHORITY: _____ Rank / Last Name / Duty Position / Organization					

Figure B-2. Risk Management Worksheet

**Instructions for Completing the Risk Management Worksheet**

- Blocks 1 - 4 Self-explanatory
- Block 5 Hazard – identify hazards by reviewing METT-TC factors for the mission or task. Additional factors include historical lessons learned, experience, judgment, equipment characteristics and warnings, and environmental considerations.
- Block 6 Initial Risk Level - assessment includes historical lessons learned, intuitive analyses, experience, judgment, equipment characteristics and warnings, and environmental considerations. Determine initial risk for each hazard by applying the risk assessment matrix. Enter the risk level (L - M - H - E) for each hazard.
- Block 7 Controls – develop one or more controls for each hazard to either eliminate the hazard or reduce the risk (probability and/or severity) associated with a hazardous incident. Specify who, what, when, where, and how for each control. Enter controls.
- Block 8 Residual Risk Level – determine the residual risk for each hazard by applying the risk assessment matrix. Enter the residual risk level (L - M - H - E) for each hazard.
- Block 9 How To Implement - decide how each control will be put into effect or communicated to the personnel who will make it happen (written or verbal instruction; tactical, safety, garrison SOPs; rehearsals).
- Block 10 How To Supervise - determine the best method for ensuring controls are in place and effective (such as random sampling, constant supervision, checklist, etc.).
- Block 11 Controls Effective - during AAR, determine whether new controls need to be developed, present controls are adequate, or controls are so constraining that the training is ineffective.
- Block 12 Determine Overall Mission/Task Risk - select the highest residual risk level and circle it. This level becomes the overall mission or task risk level.
- Block 13 Signature of Risk Decision Authority - the commander decides whether the controls are sufficient to accept the risk. If the risk is too great to continue the mission or task, the commander directs development of additional controls or modifies, changes, or rejects the COA.



## GLOSSARY

### ABBREVIATIONS/ACRONYMS

<b>AA</b>	assembly area
<b>AACG</b>	arrival airfield control group
<b>AAFES</b>	Army and Air Force Exchange Service
<b>AAM</b>	Army Achievement Medal
<b>AAR</b>	after-action review; after-action report
<b>AC</b>	Active Component
<b>ACIPS</b>	Army Casualty Information Processing System
<b>ACMS</b>	Automated Casualty Management System
<b>AD</b>	active duty
<b>ADC</b>	area damage control
<b>ADP</b>	automated data processing
<b>ADSN</b>	accounting and disbursing station number
<b>ADT</b>	active duty for training
<b>AFTB</b>	Army Family Team Building
<b>AG</b>	adjutant general
<b>AIS</b>	automated information system
<b>AM</b>	amplitude modulation
<b>AMC</b>	Army Materiel Command
<b>AMSCO</b>	Army management structure code
<b>ANCOC</b>	Advanced Noncommissioned Officer Course
<b>AO</b>	area of operations
<b>AOC</b>	area of concentration
<b>AOR</b>	area of responsibility
<b>APC</b>	accounting processing code
<b>APFT</b>	Army Physical Fitness Test
<b>APO</b>	Army Post Office
<b>APOD</b>	aerial port of debarkation
<b>APOE</b>	aerial port of embarkation
<b>AR</b>	Army regulation; Army Reserve
<b>ARTEP</b>	Army Training and Evaluation Program
<b>ASA-FM</b>	Assistant Secretary of the Army - Financial Management
<b>ASAT</b>	Automated Systems Approach to Training
<b>ASD</b>	Administrative Services Division
<b>ASI</b>	additional skill identifier
<b>ASO</b>	administrative services office(r)
<b>ASP</b>	ammunition supply point
<b>ATC</b>	Army Training Center
<b>ATMCT</b>	Air Terminal Movement Control Team
<b>ATSC</b>	Army Training Support Command
<b>AUEL</b>	automated unit equipment list
<b>AUTL</b>	Army Universal Task List
<b>BAH</b>	basic allowance for housing
<b>BAS</b>	basic allowance for subsistence
<b>BBPCT</b>	blocking, bracing, packing, crating, and tie-down
<b>BCOC</b>	base cluster operations center
<b>BDAR</b>	battle damage assessment repair
<b>BDOC</b>	base defense operations center
<b>BMC</b>	bulk mail center
<b>BN</b>	battalion
<b>BNCOC</b>	Basic Noncommissioned Officer Course
<b>BOS</b>	base operations support; battlefield operating system
<b>BSA</b>	brigade support area

<b>C2SRS</b>	command, control, and strength reporting system
<b>CA</b>	civil affairs
<b>CALFEX</b>	combined arms live fire exercise
<b>CALL</b>	Center for Army Lessons Learned
<b>CAPS</b>	Commercial Accounts Processing System
<b>CAS</b>	close air support
<b>CASCOM</b>	Combined Arms Support Command
<b>CATS</b>	combined arms training strategy
<b>CB</b>	chemical, biological
<b>CBR</b>	chemical, biological, and radiological
<b>CD</b>	Casualty Division
<b>C-E</b>	communications-electronic
<b>CFR</b>	casualty feeder report
<b>CH</b>	Chaplain
<b>CIF</b>	central issue facility
<b>CMF</b>	career management field
<b>CO</b>	company
<b>COA</b>	Comptroller of the Army; course of action
<b>COE</b>	contemporary operating environment
<b>COEA</b>	cost and operational effectiveness analysis
<b>COMSEC</b>	communications security
<b>CONUS</b>	Continental United States
<b>COOP</b>	Continuity of Operations Plan
<b>COPE</b>	custodian of postal effects
<b>COR</b>	contracting officer's representative
<b>COSCOM</b>	Corps Support Command
<b>CP</b>	command post; check point
<b>CPO</b>	Civilian Personnel Office
<b>CPOC</b>	Corps Personnel Operations Center
<b>CPR</b>	cardio pulmonary resuscitation
<b>CPX</b>	command post exercise
<b>CQ</b>	charge of quarters
<b>CRC</b>	CONUS Replacement Center
<b>CS</b>	combat support
<b>CSS</b>	combat service support
<b>CTA</b>	common table of allowances
<b>CTC</b>	Combat Training Center
<b>DA</b>	Department of the Army
<b>DACG</b>	departure airfield control group
<b>DAO</b>	Defense Accounting Office
<b>DAR</b>	daily activity report
<b>DCDR</b>	deputy commander
<b>DDN</b>	defense data network
<b>DE</b>	directed energy
<b>DEL</b>	deployment equipment list
<b>DEPEX</b>	deployment exercise
<b>DET</b>	detachment
<b>DFAS</b>	Defense Finance and Accounting Service
<b>DFBS</b>	Defense Finance Battlefield System
<b>DFR</b>	dropped from rolls
<b>DFSA</b>	Designated Finance Support Activity
<b>DFSC</b>	Defense Finance Service Center
<b>DFSO</b>	Division Finance Support Office
<b>DIF</b>	difficulty, importance, frequency
<b>DISCOM</b>	Division Support Command
<b>DIV</b>	division

<b>DJMPS</b>	Defense Joint Military Pay System
<b>DKIE</b>	decontamination kit, individual equipment
<b>DMM</b>	Domestic Mail Manual
<b>DO</b>	disbursing officer
<b>DOA</b>	direct obligation authority
<b>DOD</b>	Department of Defense
<b>DODAC</b>	Department of Defense Ammunition Code
<b>DODFMR</b>	Department of Defense Financial Management Regulation
<b>DODIC</b>	Department of Defense identification code
<b>DODPM</b>	Department of Defense Military Pay and Allowances Entitlements Manual
<b>DOPS</b>	Disbursing Office Processing System
<b>DOV</b>	disbursing office voucher
<b>DROT</b>	daily register of transactions
<b>DS</b>	direct support; decontaminating solution
<b>DSA</b>	division support area
<b>DSSN</b>	disbursing station symbol number
<b>DTG</b>	date-time group
<b>EARS</b>	Evaluation and Analysis Reports System
<b>ECCM</b>	electronic counter-countermeasures
<b>ECM</b>	electronic countermeasures
<b>ECSR</b>	enroute convoy support requirement
<b>EDAS</b>	Enlisted Distribution Assignment System
<b>EDRE</b>	emergency deployment readiness exercise
<b>EEFI</b>	essential elements of friendly information
<b>EIMW</b>	Equipment Inspection and Maintenance Worksheet
<b>EOC</b>	Emergency Operations Center
<b>EOD</b>	explosive ordnance disposal
<b>EPW</b>	enemy prisoner of war
<b>ER</b>	evaluation report
<b>ERB</b>	enlisted records brief
<b>ETA</b>	estimated time of arrival
<b>EW</b>	electronic warfare
<b>EXEVAL</b>	external evaluation
<b>FAO</b>	Finance and Accounting Office
<b>FASCAM</b>	family of scatterable mines
<b>FASD</b>	funding allowance system document
<b>FAST</b>	forward area support team
<b>FB</b>	finance battalion
<b>FCN</b>	fiscal control number
<b>FD</b>	finance detachment
<b>FDRI</b>	financial data reporting identifier
<b>FG</b>	finance group
<b>FINCOM</b>	finance command
<b>FM</b>	field manual
<b>FN</b>	foreign national
<b>FORSCOM</b>	(United States Army) Forces Command
<b>FRA</b>	funded reimbursement authority
<b>FRAGO</b>	fragmentary order
<b>FSB</b>	forward support battalion
<b>FST</b>	finance support team
<b>FSU</b>	finance support unit
<b>FTX</b>	field training exercise
<b>FY</b>	fiscal year
<b>GP</b>	group
<b>GPO</b>	Government Printing Office
<b>GRREG</b>	graves registration

<b>GS</b>	general support; general service
<b>GTA</b>	graphic training aid
<b>HAZMAT</b>	hazardous materials
<b>HG</b>	hand grenade
<b>HHC</b>	headquarters and headquarters company
<b>HHD</b>	headquarters and headquarters detachment
<b>HN</b>	host nation
<b>HQ</b>	headquarters
<b>HQDA</b>	Headquarters, Department of the Army
<b>IASO</b>	information assurance security officer
<b>IATS</b>	Integrated Army Travel System
<b>IAW</b>	in accordance with
<b>ICP</b>	Internal Control Program
<b>IDT</b>	inactive duty training
<b>IG</b>	Inspector General
<b>INTSUM</b>	intelligence summary
<b>IPB</b>	intelligence preparation of the battlefield
<b>IPR</b>	in-progress review
<b>ISR</b>	intelligence, surveillance, and reconnaissance
<b>ITO</b>	Installation Transportation Officer
<b>JFC</b>	Joint Force Commander
<b>JFTR</b>	Joint Federal Travel Regulation
<b>KIA</b>	killed in action
<b>LCX</b>	logistical coordination exercise
<b>LES</b>	leave and earnings statement
<b>LIN</b>	line item number
<b>LNO</b>	liaison officer
<b>LOC</b>	line of communications
<b>LOD</b>	line of duty
<b>LOI</b>	letter of instruction
<b>LOMAH</b>	location of miss and hit
<b>LP</b>	listening post
<b>MA</b>	marshaling area
<b>MACOM</b>	Major Army Command
<b>MAPEX</b>	map exercise
<b>MCP</b>	medical collection point
<b>MCSR</b>	Materiel Condition Status Report
<b>MCT</b>	movement control team
<b>MDMP</b>	military decision-making process
<b>MEDEVAC</b>	medical evacuation
<b>METL</b>	mission essential task list
<b>METT-TC</b>	mission, enemy, terrain, troops, time available, and civil considerations
<b>MHE</b>	materials handling equipment
<b>MI</b>	military intelligence
<b>MIJI</b>	meaconing, intrusion, jamming, interference
<b>MIL</b>	master incident list
<b>MILES</b>	Multiple Integrated Laser Engagement System
<b>MILPER</b>	military personnel
<b>MMPA</b>	master military pay account
<b>MOA</b>	memorandum of agreement
<b>MOOTW</b>	military operations other than war
<b>MOPP</b>	mission oriented protective posture
<b>MOS</b>	military occupational specialty
<b>MOU</b>	memorandum of understanding
<b>MOUT</b>	military operations on urban terrain
<b>MP</b>	military police

<b>MPC</b>	military payment certificate
<b>MPO</b>	Military Post Office
<b>MPPM</b>	Military Pay Procedures Manual
<b>MPS</b>	Military Postal Service
<b>MPSA</b>	Military Postal Service Agency
<b>MQS</b>	military qualification standards
<b>MRE</b>	meal, ready to eat
<b>MST</b>	Maintenance Support Team
<b>MSU</b>	Major Support Unit
<b>MTF</b>	medical treatment facility
<b>MTMC</b>	Military Traffic Management Command
<b>MTOE</b>	modified table of organization and equipment
<b>MTP</b>	mission training plan
<b>MWR</b>	morale, welfare, and recreation
<b>NBC</b>	nuclear, biological, and chemical
<b>NCS</b>	net control station
<b>NGB</b>	National Guard Bureau
<b>NOK</b>	next of kin
<b>NRP</b>	non-unit related personnel
<b>NSN</b>	nonstandard number
<b>NTC</b>	National Training Center
<b>OC</b>	observer/controller
<b>OCONUS</b>	outside continental United States
<b>OEG</b>	operational exposure guidance
<b>OFS</b>	officer foundation standard
<b>OMPF</b>	official military personnel file
<b>OP</b>	observation post
<b>OPCON</b>	operational control
<b>OPFOR</b>	opposing forces
<b>OPLAN</b>	operations plan
<b>OPORD</b>	operations order
<b>OPSEC</b>	operations security
<b>PAD</b>	Public Affairs Division; Personnel Actions Division
<b>PAI</b>	personnel asset inventory
<b>PAM</b>	pamphlet
<b>PAO</b>	Public Affairs Office
<b>PASR</b>	personnel accounting and strength reporting
<b>PBO</b>	property book officer
<b>PCI</b>	pre-combat inspection
<b>PCS</b>	permanent change of station
<b>PD</b>	personnel detachment; point of departure
<b>PDDE</b>	power-driven decontamination equipment
<b>PERSCOM</b>	personnel command
<b>PIR</b>	priority intelligence requirement
<b>PLL</b>	prescribed load list
<b>PM</b>	Provost Marshal
<b>PMCS</b>	preventive maintenance checks and services
<b>POD</b>	point of departure; port of debarkation
<b>POE</b>	port of embarkation
<b>POL</b>	petroleum, oils, and lubricants
<b>POM</b>	preparation for oversea movement
<b>POR</b>	preparation of replacements for oversea movement
<b>POV</b>	privately owned vehicle
<b>POW</b>	prisoner of war
<b>PRR</b>	personnel requirements report
<b>PSA</b>	port support activity

<b>PSB</b>	personnel services battalion
<b>PSD</b>	Personnel Systems Division
<b>PSNCO</b>	personnel staff noncommissioned officer
<b>PSR</b>	personnel summary report; personnel status report; personnel strength report
<b>PSS</b>	personnel service support
<b>PSSD</b>	Personnel Service Support Directorate
<b>PST</b>	personnel service team
<b>PTRO</b>	personnel transaction by originator
<b>PTRU</b>	personnel transaction register by unit
<b>RAA</b>	redeployment assembly area
<b>RAOC</b>	rear area operations center
<b>RC</b>	Reserve Component
<b>RD</b>	Replacement Directorate
<b>RES</b>	radiation exposure status
<b>RF</b>	Reserve Forces
<b>ROE</b>	rules of engagement
<b>RON</b>	remain overnight
<b>RRD</b>	replacement regulating detachment
<b>RP</b>	release point
<b>RT</b>	receiver transmitter
<b>RTD</b>	return to duty
<b>SA</b>	staging area
<b>SALUTE</b>	size, activity, location, unit, time, and equipment
<b>SBU</b>	sensitive but unclassified
<b>SCPE</b>	simplified collective protection equipment
<b>SDK</b>	skin decontaminating kit
<b>SF</b>	standard form
<b>SHELLREP</b>	shelling report
<b>SITREP</b>	situation report
<b>SJA</b>	Staff Judge Advocate
<b>SM</b>	soldier's manual
<b>SMCT</b>	soldier's manual of common tasks
<b>SOFA</b>	Status of Forces Agreement
<b>SOI</b>	signal operation instructions
<b>SOP</b>	standing operating procedures
<b>SP</b>	start point
<b>SPOD</b>	sea port of debarkation
<b>SPOE</b>	sea port of embarkation
<b>SPOTREP</b>	spot report
<b>SRP</b>	soldier readiness processing
<b>SSAN</b>	social security account number
<b>SSI</b>	signal supplemental instructions
<b>STANFINS</b>	Standard Finance System
<b>STATREP</b>	status report
<b>STB</b>	super tropical bleach
<b>STP</b>	soldier training publication
<b>STRAC</b>	standards in training commission
<b>STRIKEWARN</b>	strike warning
<b>STX</b>	situational training exercise
<b>T&amp;EO</b>	training and evaluation outline
<b>TA</b>	theater Army
<b>TAA</b>	theater Army area
<b>TACAIR</b>	tactical air
<b>TADSS</b>	training aids, devices, simulators, and simulations
<b>TAI</b>	target areas of interest
<b>TAMCA</b>	Theater Army Movement Control Agency

<b>TAPOC</b>	Theater Army Personnel Operations Center
<b>TB</b>	technical bulletin
<b>TC</b>	training circular
<b>TC-ACCIS</b>	Transportation Coordinator-Automated Command and Control Information System
<b>TCF</b>	tactical combat force
<b>TCO</b>	tactical control officer
<b>TCP</b>	traffic control point
<b>TDA</b>	table of distribution and allowances
<b>TDY</b>	temporary duty
<b>T&amp;EO</b>	training and evaluation outline
<b>TEWT</b>	tactical exercise without troops
<b>TFS</b>	Treasury Financial Service
<b>TG</b>	trainer's guide
<b>TM</b>	technical manual
<b>TMA</b>	training mission area
<b>TOC</b>	tactical operations center
<b>TOE</b>	table of organization and equipment
<b>TPFDD</b>	Time-Phased Force Development Data
<b>TRADOC</b>	(United States Army) Training and Doctrine Command
<b>TRP</b>	target reference point
<b>TSC</b>	Theater Support Command; Training Support Center
<b>TSOP</b>	tactical standing operating procedure
<b>TTP</b>	tactics, techniques, and procedures
<b>UAA</b>	unit assembly area
<b>UAV</b>	unmanned aerial vehicle
<b>UCMJ</b>	Uniform Code of Military Justice
<b>UEL</b>	unit equipment list
<b>UIC</b>	unit identification code
<b>UJTL</b>	Universal Joint Task List
<b>UMA</b>	unit marshaling area
<b>UMO</b>	unit movement officer
<b>UMT</b>	unit ministry team
<b>USASSI</b>	United States Army Soldier Support Institute
<b>USDA</b>	US Department of Agriculture
<b>USMTF</b>	United States message text format
<b>USPS</b>	United States Postal Service
<b>USR</b>	unit status report
<b>UXO</b>	unexploded ordnance
<b>WARNO</b>	warning order
<b>WCS</b>	weapon control system
<b>WMD</b>	weapons of mass destruction
<b>WSRO</b>	weapon system replacement operations
<b>XO</b>	executive officer
<b>Z</b>	zulu time (Greenwich Mean Time)

## **DEFINITIONS**

### **After-action review**

A professional discussion of an event, focused on performance standards, that enables soldiers to discover for themselves what happened, why it happened, and how to sustain strengths and improve on weaknesses. It is a tool leaders, trainers, and units can use to get maximum benefit from every mission or task.

### **Army Training and Evaluation Program (ARTEP)**

The cornerstone of unit training. It is the umbrella program used by the trainer and training manager in the training and evaluation of units. The ARTEP is a complete program enabling commanders to evaluate and develop collective training based on unit weaknesses, train the unit to overcome those weaknesses, and reevaluate. Success on the battlefield depends on the coordinated performance of collective and individual skills that are taught through the ARTEP MTP.

### **Combined Arms Training Strategy (CATS)**

The Army's overarching strategy for the current and future training of the force. Its basis is a series of branch proponent unit and institutional strategies describing training events, frequencies, and resources required to train to standard. These strategies describe how the Army will train the total force to standard in the institutions and units and through self-development. CATS also documents the quantity and justification for all training resources required to execute the training.

### **Military Qualification Standards (MQS) Manual (Will be replaced by OFS products)**

MQS manuals list all common, shared, and branch-specific critical individual tasks for officers. The MQS manuals establish critical tasks, professional knowledges, and special emphasis areas required for officers to successfully perform their jobs. These manuals also provide reference courses and job aids to assist in task performance and self-development. They include --MQS I Manual of Common Tasks (Precommissioning Requirements); MQS II Manual of Common Tasks for Lieutenants and Captains; MQS II branch manuals (Lieutenants and Captains); MQS III Leader Development Manual (Majors and Lieutenant Colonels).

### **Mission essential task list (METL)**

A compilation of collective mission essential tasks which must be successfully performed if an organization is to accomplish its wartime mission(s).

### **Serial**

A serial can be a group of people, vehicles, equipment, or supplies and is used in airborne, air assault, amphibious operations, and convoys.

### **Soldier Manual of Common Tasks (SMCT)**

A document which contains the critical tasks which every soldier must be able to perform in order to fight and win on the battlefield. It provides the conditions, standards, and performance measures for each common soldier critical task.

### **Soldier Training Publication (STP)**

Publications that contain critical individual tasks and other training information used to train soldiers in a specified MOS/SL. They standardize individual training; provide information and guidance in conducting individual training in the unit; and aid in training critical individual tasks. They consist of Soldier's Manuals, Trainer's Guides, Military Qualification Standards Manuals, and Officer Foundations Standards System Manuals.

**Soldier's manual (SM)**

List critical task summaries for a specific MOS and skill level (SL); provide conditions, standards, and performance measures for each critical task.; and are the base documents for all MOS-specific individual task training and evaluation.

**Warrior Ethos**

The Warrior Ethos forms the foundation for the American Soldier's spirit and total commitment to victory, in peace and war, always exemplifying ethical behavior and Army Values. Soldiers put the mission first, refuse to accept defeat, never quit, and never leave behind a fellow American. Their absolute faith in themselves and their comrades makes the United States Army invariably persuasive in peace and invincible in war.



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